

# DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2018 – June 30, 2019

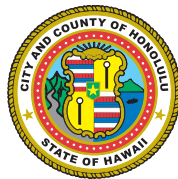






# T A B L E O F C O N T E N T S

City & County Organizational Chart .....	2	Emergency Services (HESD) .....	47
Boards & Commissions Organizational Chart .....	3	Enterprise Services (DES).....	49
Mayor's Message .....	5	Environmental Services (ENV) .....	51
<b>EXECUTIVE OFFICE</b>		Facility Maintenance (DFM).....	53
Office of the Mayor (MAY) .....	9	Fire (HFD).....	55
<b>OTHER EXECUTIVE OFFICES</b>		Honolulu Authority for Rapid Transportation (HART) .....	57
Boards, Commissions & Committees (BCC) ....	15	Human Resources (DHR).....	59
Neighborhood Commission (NCO) .....	19	Information Technology (DIT) .....	61
Office of Climate Change, Sustainability and Resiliency (CCSR) .....	21	Land Management (DLM).....	63
Office of Culture and the Arts (MOCA) .....	23	Medical Examiner (MED).....	65
Office of Economic Development (OED) .....	25	Parks and Recreation (DPR) .....	67
Office of Housing (HOU).....	27	Planning and Permitting (DPP).....	69
Royal Hawaiian Band (RHB) .....	29	Police (HPD).....	73
<b>DEPARTMENTS &amp; AGENCIES</b>		Prosecuting Attorney (PAT).....	75
Board of Water Supply (BWS) .....	33	Transportation Services (DTS) .....	77
Budget and Fiscal Services (BFS).....	35	<b>LEGISLATIVE BRANCH &amp; OFFICES</b>	
Community Services (DCS).....	37	City Council Chair's Message .....	83
Corporation Counsel (COR).....	39	City Auditor (OCA) .....	85
Customer Services (CSD) .....	41	City Clerk (CLK) .....	87
Design and Construction (DDC) .....	43	City Council (CCL).....	89
Emergency Management (DEM) .....	45	Office of Council Services (OCS) .....	93



Department and Agency Reports of the City and County of Honolulu for  
Fiscal Year Ending June 30, 2019, published December 26, 2019

*The Revised Charter of Honolulu, Article XIII, Section 13-104 (2017 Edition) states:*

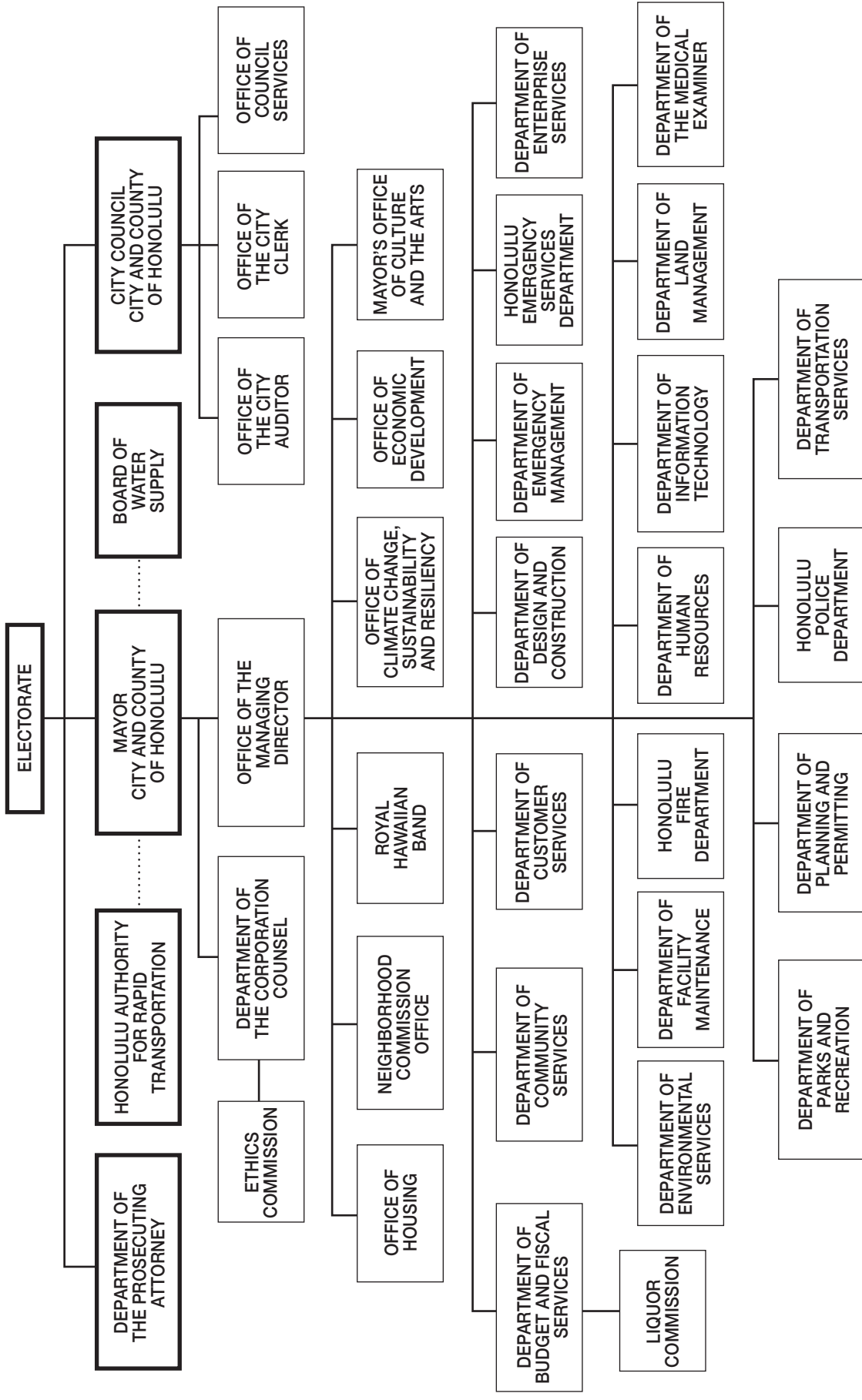
1. Not later than ninety days after the close of the fiscal year, each agency of the city shall make an annual written report of its activities to the mayor in such form and under such rules and regulations as the mayor may prescribe.
2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report

- concerning the activities of all agencies of the city. A copy of such report shall be filed in the office of the city clerk.
3. For the purpose of informing the public on the activities of the city during a fiscal year, the mayor may use radio and television media, in addition to the publication of the annual written report.

*Cover image: "Kamehameha III" by Thomas Jay Warren (2018). Photo: Sean Son, Department of Customer Services.*

# CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

FISCAL YEAR 2019

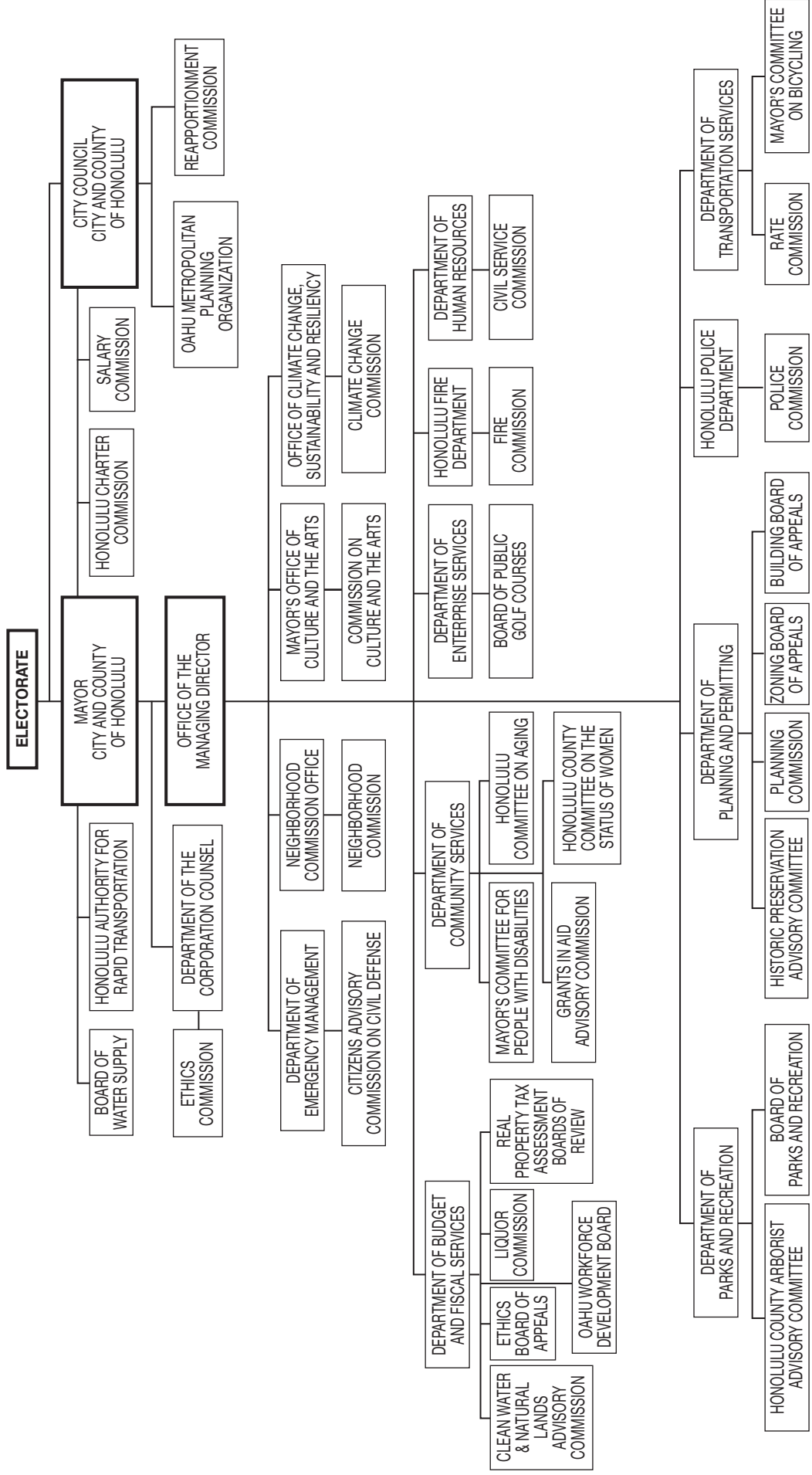




# CITY AND COUNTY OF HONOLULU

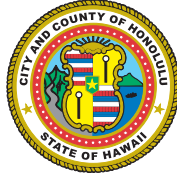
## CHART OF BOARDS, COMMISSIONS AND COMMITTEES

### FISCAL YEAR 2019



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## Message from Mayor KIRK CALDWELL

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I invite you to take a few moments to read the Department and Agency Reports for Fiscal Year 2019. The report provides a concise account of the city's accomplishments, projects and initiatives that make Oahu such a great place to live, work and play.

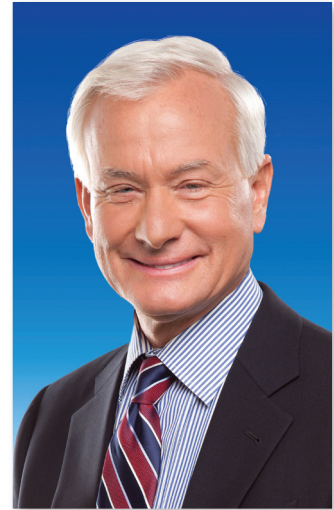
Local government touches the lives of our residents each and every day, but too often our daily efforts go unnoticed. This report brings these efforts to the forefront and provides our residents many reasons to be proud of the City and County of Honolulu. These accomplishments are due to the dedicated managers and hard-working employees who deliver the level of service that our nearly 1 million residents expect and deserve. With the support of our City Council, we will sustain and improve our services while also planning for the future.

The annual report demonstrates our departments and agencies have met and exceeded their targets for improving and maintaining facilities and infrastructure, in addition to the services that provide for the general welfare and safety of our residents. It focuses on results and provides an overview of each city department in plain language with data that is easy to understand. Meanwhile, the Comprehensive Annual Financial Report (CAFR) published by the Department of Budget and Fiscal Services is available for those interested in reviewing more complete figures and statistics.

During FY 2019, one of my proudest moments as mayor was to host the U.S. Conference of Mayors 87th Annual Meeting in Waikiki. More than 220 mayors from cities across the U.S. shared their successes and innovative approaches to make our cities better. The conference's major themes of infrastructure, innovation and inclusion were bolstered even further by the Climate Mayors Summit at the East-West Center, which focused on sustainability and resiliency, and the world's collective response to the unfolding climate crisis.

I am extremely proud that all city departments and agencies have been directed to take action to address, minimize the risks from, and adapt to the impacts of climate change and sea level rise. This directive is in response to the Sea Level Rise Guidance and Climate Change Brief issued by the Climate Change Commission, which continues to produce important information for the public. I also encourage you to read the Oahu Resilience Strategy, which proposes a vision for the future and a roadmap for the city's ability to adapt and thrive in the face of climate change. The Resilience Strategy contains 44 action items that will allow our community to face these looming challenges head-on.

The Department and Agency Reports, as mandated by the City Charter, is just one way to inform residents of our activities throughout Oahu. The annual report will endure as a permanent record of the activities of the City and County of Honolulu during the past fiscal year.

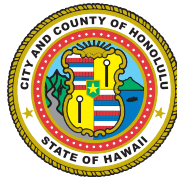


A handwritten signature in black ink, appearing to read "Kirk Caldwell".

**Kirk Caldwell**, Mayor  
City and County of Honolulu

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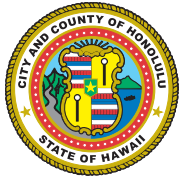
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## **EXECUTIVE OFFICE**

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## OFFICE OF THE MAYOR

Kirk Caldwell, Mayor  
Roy K. Amemiya Jr., Managing Director  
Georgette T. Deemer, Deputy Managing Director

### POWERS, DUTIES, AND FUNCTIONS

The executive power of the city is vested in and exercised by the Mayor, the city's Chief Executive Officer. The Mayor provides the coordination of all administrative activities, sees that these are conducted honestly, efficiently and lawfully, and enforces the provisions of the Revised Charter of the City and County of Honolulu, the ordinances of the county, and all applicable laws.

The Department of the Corporation Counsel reports directly to the Mayor. All other executive departments and agencies, except the elected Prosecuting Attorney and the semi-autonomous Board of Water Supply and Honolulu Authority for Rapid Transportation, are organized and supervised by, and report directly to, the Managing Director as the principal administrative aide to the Mayor.

Within the Office of the Mayor are specially designated offices for Climate Change, Sustainability and Resiliency, Culture and the Arts, Economic Development, Housing, the Neighborhood Commission, and the Royal Hawaiian Band.

### GOALS

On Jan. 2, 2013, Kirk Caldwell was officially inaugurated and installed as the 14th Mayor of the City and County of Honolulu. From the beginning, Mayor Caldwell focused on improving the city's infrastructure and outlined five priorities that would be the focus of his administration. Shortly after assuming office, the mayor added a sixth priority to reduce and address homelessness, and improve affordable housing, and later, an additional priority to focus on climate resilience. The seven priorities are as follows:

- 1) Restoring bus service (TheBus);
- 2) Repaving roads;
- 3) Improving our sewer system with infrastructure repair and maintenance;
- 4) Caring for our parks;
- 5) Building rail better;
- 6) Addressing homelessness and affordable housing; and
- 7) Planning for climate resilience.

In approaching these priorities, the Mayor and his administration adopted guidelines for action. He stressed fiscal restraint, a focus on core services and infrastructure, investing in new technology and personnel, transparency in operation, and the importance of customer service.

For the first time in the city's history and in subsequent fiscal years following Mayor Caldwell's inauguration, the administration adopted a zero-based budget in departments primarily funded by General Funds and Highway Funds. To achieve a more right-sized government, the administration

deactivated positions based on vacancies, attrition, and a five-year history of hiring patterns. The Mayor's budget priorities and all departmental budgets were prepared based on the fiscal mantra of "spending to make a difference."

### ACCOMPLISHMENTS

#### Restoring Bus Service

- Implemented TheBus service improvements, including increased service on local State Holidays and additional service for routes C (Country Express Kapolei/Makaha), 23 (Hawaii Kai/Sea Life Park), 40 (Honolulu/ Makaha), and 503 (Mililani/Launani Valley); continued phased implementation for the redesign and renumbering of Windward routes 55 (Honolulu/Kaneohe/Haleiwa), 65 (Honolulu/Kahaluu), 70 (Lanikai/Maunawili), 77 (Waimanalo/Kaneohe), 85 (Kaneohe Express), 87 (Kailua Express), and PH4/ PH5 (Pearl Harbor Express); successfully transferred Waipahu Transit Center service to Mokuola Street to accommodate riders during the closure of Hikimoe Street for sidewalk widening and repaving; modified routes 92 (Makakilo City Express) and 411 (Makakilo Heights) to address traffic safety concerns; continued ongoing systemwide service planning, and initiated review of all peak period routes and redesign of routes 4 (Nuuanu/Punahou), 19 (Waikiki/Airport/ Hickam), 20 (Waikiki/Airport/Pearlridge), 31 (Tripler/ Mapunapuna), and 32 (Kalihi/Pearlridge); and provided approximately 1.2 million TheHandi-Van trips and increased the number of trips provided by several nonprofit agencies to 225,130 from 209,635 in Fiscal Year 2018;
- Initiated the demonstration period for selected bus riders to use the HOLO card, an electronic fare payment card scanned by onboard equipment; and continued bus-rail integration planning and coordination for the first interim service to the Aloha Stadium station and second interim service to the Middle Street station;
- Completed 40 bus stop and transit facility improvements, including construction or repairing of 10 bus shelters and 11 bus stop sites, design for 15 bus stops to improve ADA access or site conditions, repaving of the Waialua Park and Ride, a bicycle shelter at the Mililani Park and Ride, and security cameras at the Kalihi and Wahiawa Transit Centers; and placed 17 new transit vehicles into revenue service (eight low-floor, clean diesel 40-foot buses, and nine low-floor, clean diesel 60-foot buses).

## **Repaving Roads**

- Paved 141 lane miles of city roads, for a total of more than 2,073 lane miles since Jan. 1, 2013; \$23.9 million of the \$77 million appropriation was contracted for Fiscal Year 2019;
- Applied crack seal to 52 linear miles of roadway, slurry seal to 21 lane miles of roadway, and seal coat to 3 lane miles of roadway;
- Completed 15.6 lane miles of in-house resurfacing on various city roads which included Kamehameha Highway in Kaneohe, Monsarrat Avenue and Diamond Head Road, Saratoga Road, Farrington Street, King Street, Kapiolani Boulevard and Kionaole Road.

## **Improving Our Sewer System, Infrastructure Repair, and Maintenance**

- Eight wastewater treatment plants received National Association of Clean Water Agencies honors for compliance with permits;
- The Kaneohe-Kailua Sewer Tunnel project garnered the following honors: General Contractors Association Hawaii Honor and Grand Award; New Civil Engineer publication 2017 Tunneling Project of the Year (over \$150 million category); American Council of Engineering Companies of Hawaii Grand Conceptor Award and Honor Award;
- Completed construction on the Kailua Regional Wastewater Treatment Plant (WWTP) Tunnel Influent Pump Station, Mini-Kailua Influent Pump Station, and converted Kaneohe Pre-treatment Facility into a gravity tunnel;
- Upgraded Laie Water Reclamation Facility Supervisory Control and Data Acquisition system;
- Built a new satellite facility for collection system maintenance at Kailua Regional WWTP.

## **Caring For Our Parks**

- Continued to improve city parks through the Kakou for Parks initiative established in 2015 to revitalize aging and damaged facilities with the Department of Parks and Recreation renovating comfort stations, refurbishing and replacing play apparatus, and resurfacing play courts that were either aging, in need of repair, or had been damaged by vandals;
- As of the end of June 2019, the initiative has improved 156 different parks islandwide, including 110 new and refurbished play apparatus, 85 renovated comfort stations, 317 resurfaced play courts at 77 parks, and 74 lined pickleball courts;
- Expanded park security initiatives resulting in minimizing illegal activity based on in-house repair reports; the Securing Parks Initiative, which locks select park comfort stations and parking lots at night, was expanded outside of the urban core; the 24/7 Park Security Initiative began active patrols in nine Honolulu parks; and along with the success of on-going security camera installations, in-house repairs to address vandalism fell 16 percent from FY 2018;

- The 2019 Honolulu Biennial, an international contemporary art exhibition that brings together artists from Hawaii, the Pacific, Asia and the Americas, was held from at 10 locations throughout Honolulu, including Foster Botanical Garden and McCoy Pavilion at Ala Moana Regional Park; the event attracted 13,705 visitors to Foster Botanical Garden, which featured the award-winning 55-foot waa, or canoe, made of invasive strawberry guava branches harvested from Hoomaluhia Botanical Garden;
- Continued transparency through established and increasingly followed Facebook, Instagram, and Twitter social media accounts, created an account with Nextdoor, a neighborhood community social media platform that reaches nearly 50,000 people on Oahu, and utilized public messaging through the Neighborhood Board system;
- Attracted more than 470,000 visitors to the five botanical garden sites, an estimated 12.5 percent increase over FY 2018, with notable features including: the blooming of several corpse flowers, approximately 5,000 attendees for the Midsummer Night's Glean at Foster Botanical Garden, Twilight Summer Concert Series, Hoomaluhia Weekend Fishing, and thousands of registered participants for seasonal garden activities and plant sales;
- Increased attendance and continued success of long-standing events, which have become mainstays of our island culture; these cherished traditions include the 92nd Lei Day Celebration, 78th Na Hula Festival, 70th Mayor's Memorial Day Ceremony, 50th Senior Valentine Dance, 44th Mayor's Craft and Country Fair, 30th Talk Story Festival, 10th Kualoa/Hakipuu Canoe Festival, and the Midsummer Night's Glean.

## **Building Rail Better**

- The Federal Transit Administration (FTA) is reviewing a revised Recovery Plan the Honolulu Authority for Rapid Transportation (HART) delivered in June 2019, and the FTA has stated that once its requested modifications were made, it would approve the HART Recovery Plan and again allow the rail project to draw down the federal grant funding;
- HART's airport section contractor continues work building the 5 miles of guideway and four stations between Aloha Stadium and Middle Street; as of June 30, 2019, the contractor had manufactured more than 60 percent of the pre-cast segments, built nearly 50 percent of the columns, and had stressed more than 20 percent of the spans;
- The City and County of Honolulu and HART received submittals from proposers for the City Center Guideway and Stations/Pearl Highlands Design-Build-Finance-Operate-Maintain Public-Private Partnership solicitation; the submissions were evaluated, the Priority-Listed Offerors (PLO) were selected, and the Request for Proposals Part 2 was then released to the PLO; and price and technical proposals from the PLO are expected by Dec. 31, 2019;



- HART now has six four-car trains on Oahu, and initial energization of the third rail in the functional section occurred in June 2019, which allows for further train testing in preparation for full operations and passenger service by the end of 2025;
- Progress continues and construction of the rail stations on the Ewa end of the project is moving toward completion:

progress on key city services and issues; this website reports performance metrics in four of the Mayor's Priority areas: Homelessness, Affordable Housing, Streets, and Parks, and provides the public a quick and easy way to review our city's progress on key city services and issues;

- Added a new Instagram account to increase the Office of Housing's (HOU) social media presence and make

Station Name	Station Location	Construction Progress
Kualakai	in east Kapolei, near Kroc Center	81 percent complete
Keoneae	at University of Hawaii West Oahu	92 percent complete
Honouliuli	near the DR Horton Hoopili housing development	88 percent complete
Hoaeae	in Waipahu at Farrington Highway and Leoku Street	93 percent complete
Pouhala	near the Waipahu Transit Center	91 percent complete
Halaulani	at Leeward Community College	87 percent complete
Waiawa	near Pearl Highlands	79 percent complete
Kalauao	near Pearlridge Center	73 percent complete
Halawa	at Aloha Stadium	56 percent complete

### Addressing Homelessness and Affordable Housing

- The January 2019 Homeless Point-in-Time Count of 4,453 homeless persons indicates a 1 percent decrease of 42 persons, compared to the 2018 count of 4,495, and from 2017-2019, the overall homeless population declined by 10 percent or 506 persons, the first declines since 2009;
- Moved 432 veterans from homelessness into permanent housing, a 9 percent increase over FY 2018; reached a milestone of 331 homeless veterans reported in the Homeless Management Information System, the lowest number since the city joined the Mayors Challenge in 2015; and since January 2015, a total of 1,937 homeless veterans on Oahu have been moved into permanent housing;
- The homeless family individual's population declined by 15 percent or 233 persons, to 1,357 from 1,590 in 2018, from 2015-2019, there was a 42 percent decrease, or 983 fewer persons, in homeless family individuals, coinciding with the advent of Housing ASAP, the city's focus on affordable housing targeting homeless and formerly homeless persons, and the public-private partnership Kahauiki Village that targets homeless families;
- The number of homeless children under 18 years of age declined by 12 percent or 106 children, to 793 from 899 in 2018; children make up 18 percent of the total homeless population on Oahu, and from 2015-2019 there has been a 40 percent decrease, or 526 children, in the number of homeless children, from 1,319 in 2015;
- Under the Managing Director's Office, the City Data Governance Committee was formed in order to assist the city in using data to better engage citizens and improve performance; in February, the city launched Honolulu Dashboard, a quick and easy way to review

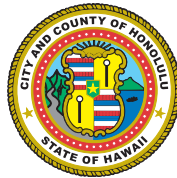
the community as aware and involved as possible; the Instagram presence complements HOU's official Facebook page that includes frequent updates on recent projects, data, and general information; and enhanced social media efforts resulted in a significant increase in the number of followers, engagements, and the overall reach of HOU social media posts;

- To meet high demand and create awareness of expanded programming, printed and distributed more than 40,500 Homeless Help Cards, a comprehensive information source to assist those searching for aid, support, and services;
- During Annual Meeting of the United States Conference of Mayors (USCM), an event attended by more than 220 mayors, HOU worked with the United States Interagency Council on Homelessness to draft Mayor Caldwell's proposed resolution, "Address the Crisis of Homelessness and Housing Affordability," which was adopted; HOU also organized "Homelessness and Housing: Government, Philanthropy, and the Private Sector," a best practice forum moderated by Mayor Caldwell that demonstrated Honolulu's leadership and convening capacity in addressing this national crisis; and HOU coordinated a host city workshop, "Community, Permanent Housing, and Hygiene Services," an off-site visit showcasing two cutting-edge programs, Kahauiki Village and the Punawai Rest Stop in Iwilei, to visiting mayors and other USCM participants;
- Co-chaired the Oahu Resilience Strategy Pillar I, "Remaining Rooted: Ensuring an Affordable Future for Our Island," a strategy that serves as the organizing structure for the city's approach to affordable housing;
- Served as the city's representative on the Special Action Team on Affordable Rental Housing, which issued, "Affordable Rental Housing Report and

Ten-Year Plan,” to the Hawaii State Legislature, and the report was presented to Gov. David Ige in July 2018, in Response to Act 127, Session Laws of Hawaii 2016.

### **Planning for Climate Resilience**

- Climate Resilience is critical to preserving our quality of life on Oahu, an island community of nearly 1 million residents;
- Resilience is the ability to survive, adapt, and thrive no matter what shocks and stresses Oahu faces, and Mayor Caldwell knows the City and County of Honolulu must quickly reduce carbon pollution and adapt our homes and infrastructure to the current and future impacts of the climate crisis now as we protect our future;
- Mayor Caldwell has aggressively addressed the climate crisis through his commitments to remain in the Paris Climate Accord, transitioning city vehicles to 100 percent renewable fuel by 2035, planting 100,000 trees by 2025, and reducing plastic in our waste stream; to achieve these goals, the city has formally adopted Oia: Oahu Resilience Strategy, which prioritizes 44 actions the island must take, along with business and nonprofit partners, to build a more climate resilient Oahu;
- In recognition of his leadership, Mayor Caldwell has been selected to serve on the national Climate Mayors Steering Committee, working alongside Chair and Los Angeles Mayor Eric Garcetti, to lead an effort of over 400 mayors to address climate issues during a period of federal inaction;
- Climate Resilience is not only a priority for Mayor Caldwell, but also for Oahu residents; established by an overwhelming majority of voters through a City Charter amendment in 2016, the Office of Climate Change, Sustainability and Resiliency (CCSR) conducts research, drafts policy, conducts public education, and serves as a hub for the city’s climate resilience efforts;
- In FY 2019, CCSR secured \$1,533,333 in external grant funding from the Rockefeller Foundation’s 100 Resilient Cities grant, Bloomberg Philanthropies American Cities Climate Challenge, Hawaii Community Foundation, Funders’ Network, Oak Foundation, Silicon Valley Community Foundation, and Ulupono Initiative;
- Released the city’s inaugural “Annual Sustainability Report,” featuring metrics of progress toward citywide sustainability goals;
- With funding and guidance from the Rockefeller’s 100 Resilient Cities project, CCSR launched the “Oia: Oahu Resilience Strategy,” featuring 44 implementable actions designed to improve Oahu’s resilience in the areas of affordability, preparedness for natural disasters, climate security, and community cohesion;
- Created the city’s baseline Greenhouse Gas Inventory;
- Building upon the pilot program launched in 2018 with the Corporation for National and Community Service, CCSR grew the AmeriCorps VISTA program to nine members who substantially increase the city’s capacity to build Honolulu’s Resilience Strategy, and engage and educate community stakeholders;
- Hosted the second annual Climate Mayors Summit on June 27, 2019, which included 60 mayors, as well as their sustainability staff and thought leaders;
- Facilitated and administratively staffed all meetings of the city’s Climate Change Commission.



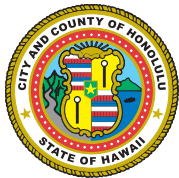
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## **OTHER EXECUTIVE OFFICES**

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## **CITY BOARDS, COMMISSIONS AND COMMITTEES**

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City boards, commissions and committees are advisory in nature and were established to provide government agencies with citizen participation. Members of these bodies are appointed by the Mayor and confirmed by the City Council, except where otherwise noted. Members do not receive salaries or other forms of compensation.

### **BOARD OF PARKS AND RECREATION**

*Nine members, five-year staggered terms.*

The Board of Parks and Recreation advises the Mayor, City Council, and the Director of the Department of Parks and Recreation on matters relating to recreational, cultural, and entertainment activities and facilities of the City and County of Honolulu.

### **BOARD OF PUBLIC GOLF COURSES**

*Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Board of Public Golf Courses is vested with the responsibility of advising the Mayor, the City Council, and the Director of the Department of Enterprise Services on matters related to the services provided by public golf courses under the city's jurisdiction.

### **BOARD OF WATER SUPPLY**

*Seven members, five-year staggered terms, includes two ex-officio members: The Director of the city Department of Facility Maintenance and the Director of the state Department of Transportation.*

The Board of Water Supply (BWS) sets policies and prescribes regulations for the management, control and operation of the municipal water systems on Oahu and the properties of these systems, and fixes and adjusts rates and charges for water services. The board also appoints the BWS Manager and Chief Engineer.

### **BUILDING BOARD OF APPEALS**

*Nine members, five-year staggered terms.*

The Building Board of Appeals hears and determines appeals regarding decisions of officials of the Department of Planning and Permitting in the administration of building, electrical, plumbing, housing and fire codes. The board also hears and determines requests for code variances.

### **CITIZENS ADVISORY COMMISSION ON CIVIL DEFENSE**

*Five members, five-year staggered terms.*

The Citizens Advisory Commission on Civil Defense advises the Mayor, the City Council, and the Director of

the Department of Emergency Management on matters pertaining to disaster emergency planning and operations, and promotes community participation, understanding and interest in civil defense and disaster emergency preparation.

### **CIVIL SERVICE COMMISSION**

*Five members, five-year staggered terms.*

The Civil Service Commission monitors the principles of the merit system in public employment and advises the Mayor and the Director of the Department of Human Resources on matters concerning personnel administration and improvement of personnel standards. It also hears appeals and prescribes civil service rules and regulations.

### **CLEAN WATER AND NATURAL LANDS ADVISORY COMMISSION**

*Seven members, five-year staggered terms.*

The Clean Water and Natural Lands Advisory Commission reviews and makes recommendations to the City Council on whether to fund proposals submitted to, and qualified by, the Department of Budget and Fiscal Services to protect or preserve lands and ecosystems, preserve historic or culturally important land areas, and increase public access to public land and open space.

### **CLIMATE CHANGE COMMISSION**

*Five members, five-year staggered terms.*

The Climate Change Commission meets at least biannually to assemble the latest climate change research and assess how climate change is affecting Oahu. The commission also advises the Mayor, City Council, city executive departments, and the city's Chief Resilience Officer and Executive Director of the Office of Climate Change, Sustainability and Resiliency.

### **COMMISSION ON CULTURE AND THE ARTS**

*Eleven members, five-year staggered terms.*

The Commission on Culture and the Arts, which is administratively attached to the Mayor's Office of Culture and the Arts, assists the city with the preservation of the artistic and cultural heritages of all people residing in Honolulu. In accordance with the "Art in City Buildings Ordinance," the commission recommends artwork acquisitions and acceptance of works of art offered as gifts to the city. Recommendations are made in the area of community aesthetics to the executive and legislative branches of the city after reviewing all planned and existing city buildings, grounds and facilities.

## **ETHICS COMMISSION**

*Seven members, five-year staggered terms.*

The Ethics Commission determines whether there have been any violations of the standards of conduct provisions of the Honolulu City Charter or ordinances by any officer or employee of the City and County of Honolulu. It recommends disciplinary action through advisory opinions to the appointing authority. The Ethics Commission is administratively attached to the Department of the Corporation Counsel.

## **ETHICS BOARD OF APPEALS**

*Five members, five-year staggered terms.*

Individuals who have been aggrieved by a civil fine imposed by the Ethics Commission can appeal to the Ethics Board of Appeals, which is administratively attached to the Department of Budget and Fiscal Services.

## **FIRE COMMISSION**

*Seven members, five-year staggered terms.*

The Fire Commission appoints and conducts annual performance reviews of the Fire Chief, reviews rules and regulations for the administration of the Honolulu Fire Department (HFD), and evaluates, considers and investigates charges brought by the public against the conduct of the HFD or any of its members. The commission also reviews the annual budget prepared by the HFD and may make recommendations to the Mayor.

## **GRANTS IN AID ADVISORY COMMISSION**

*Seven members, five-year staggered terms.*

The Grants in Aid Advisory Commission, which is administratively attached to the Department of Community Services, is charged with reviewing applications and making recommendations relating to the distribution of monies from the Grants in Aid fund to nonprofit organizations that provide services to economically and/or socially disadvantaged populations, or provide services for public benefit in the areas of the arts, culture, economic development or the environment.

## **HISTORIC PRESERVATION ADVISORY COMMITTEE**

*Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Historic Preservation Advisory Committee advises the Mayor and Director of the Department of Planning and Permitting on matters relating to the preservation of historic artifacts, sites, buildings and all other properties of historic significance to the people of the City and County of Honolulu.

## **HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)**

*Fourteen members, five-year staggered terms: three members are appointed by the Mayor; three by the City Council; three ex-officio members are designated by the charter: the Director of the city Department*

*of Transportation Services, the Director of the state Department of Transportation, and the Director of the city Department of Planning and Permitting (non-voting); a 10th member is appointed by the eight voting members; and the board has four additional non-voting, ex-officio members, two who are appointed by the President of the State Senate and two who are appointed by the Speaker of the State House of Representatives, to terms as determined by each respective presiding officer.*

The HART Board determines policy for the planning, construction, operation, maintenance and expansion of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds.

## **HONOLULU CHARTER COMMISSION**

*Thirteen members: six members are appointed by the Mayor, six by the City Council; and the 13th member is appointed by the Mayor and confirmed by the City Council.*

A Charter Commission is convened every 10 years to review and propose amendments to the existing Charter of the City and County of Honolulu. Proposed amendments are subject to approval by the voters of the city, and the Charter Commission is dissolved after amendments are proposed in final form.

## **HONOLULU COMMITTEE ON AGING**

*Number of members not limited; members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor, includes one elected official and one ex-officio liaison member from the state Policy and Advisory Board on Elderly Affairs.*

The Honolulu Committee on Aging advises the Mayor and the Department of Community Services, Elderly Affairs Division, on issues and needs of the elderly. Subcommittees on Advocacy, Planning and Senior Recognition assist with policy and program development.

## **HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE**

*Nine members, eight members are appointed by the Mayor, terms co-terminus with the Mayor, includes one ex-officio member, the Director of the Department of Planning and Permitting.*

The Arborist Advisory Committee is established by state statute and is attached to the Department of Parks and Recreation. Members include representatives of landscape architecture, certified arborists and others involved in community beautification or ecological sciences. The committee researches and makes recommendations to the City Council and property owners on ways to protect, preserve and enhance exceptional trees.

## **HONOLULU COUNTY COMMITTEE ON THE STATUS OF WOMEN**

*Number of members not limited, members are appointed by the Mayor without City Council confirmation, four-year staggered terms which are co-terminus with the Mayor.*

The Honolulu County Committee on the Status of Women, which is administratively attached to the Department of Community Services, advises the Mayor and the State Commission on the Status of Women on matters of concern to Oahu's women. Its duties include the public recognition of women's contributions, assessment of changes in women's status, and promotion of equality for both sexes.

## **LIQUOR COMMISSION**

*Five members, five-year staggered terms.*

The Liquor Commission, which is administratively attached to the Department of Budget and Fiscal Services, issues liquor licenses, oversees the activities of licensees, and enforces state laws and commission regulations with respect to the licensing, regulation, sale or consumption of liquor by restaurants, liquor stores, bars and night clubs.

## **MAYOR'S ADVISORY COMMITTEE ON BICYCLING**

*Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Mayor's Advisory Committee on Bicycling advises the Mayor and the Department of Transportation Services on the city's planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication and interaction between public and private agencies concerned with bicycling.

## **MAYOR'S COMMITTEE FOR PEOPLE WITH DISABILITIES**

*Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Mayor's Committee for People with Disabilities, which is administratively attached to the Department of Community Services, makes recommendations on modifications to public facilities and generally advocates, promotes and advises on how the special needs of the disabled community can be better served and interwoven with those of the general community.

## **NEIGHBORHOOD COMMISSION**

*Nine members, five-year staggered terms: four members are appointed by the Mayor, four by the City Council; and the ninth member is appointed by the Mayor and confirmed by the City Council.*

The Neighborhood Commission periodically reviews and evaluates the effectiveness of the Neighborhood Plan and the neighborhood boards. The commission also assists in the formation and the operation of neighborhood boards, upon request.

## **OAHU WORKFORCE DEVELOPMENT BOARD**

*Number of members not limited, members are appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Oahu Workforce Development Board is administratively attached to the Department of Budget and Fiscal Services and works in partnership with the state of Hawaii to implement a federally funded program, the Workforce Innovation and Opportunity Act (WIOA) of 2014, which supersedes the Workforce Investment Act (WIA) of 1998. WIOA specifies the functions of the board to include, but are not limited to, development of a local plan that aligns with the state plan, labor market analysis, convening workforce stakeholders, engaging employers, developing career pathways, as well as the selection and oversight of a vendor to operate American Job Center Hawaii.

## **PLANNING COMMISSION**

*Nine members, five-year staggered terms.*

The Planning Commission advises the Mayor, City Council and the Director of the Department of Planning and Permitting (DPP) on matters relating to land use and development. The commission reviews, holds public hearings, and makes recommendations on revisions and amendments to the General Plan and the Development Plans. It also reviews and conducts hearings on zoning ordinances and amendments, as well as on state Special Use Permits. Additionally, the commission comments on rules and regulations that deal with zoning and land subdivision as prepared for the DPP Director.

## **POLICE COMMISSION**

*Seven members, five-year staggered terms.*

The Police Commission appoints and conducts annual performance reviews of the Police Chief, reviews rules and regulations for the administration of the Honolulu Police Department (HPD), and evaluates, considers and investigates charges brought by the public against the conduct of HPD or any of its members. The commission also reviews the annual budget prepared by HPD and may make recommendations to the Mayor.

## **RATE COMMISSION**

*Seven members, five-year staggered terms: three members are appointed by the Mayor, three by the City Council; and the seventh member, who serves as the Chair, is appointed by the Mayor and confirmed by the City Council.*

The Rate Commission reviews at least annually and recommends adjustment to the fares, fees, rates, tolls and other charges for the use of any and all modes of the multimodal municipal transportation system. The commission also submits an annual report to the Department of Transportation Services Director, the Mayor and City Council.

## **REAL PROPERTY TAX ASSESSMENT BOARDS OF REVIEW I, II AND III**

*Five members per board, five-year staggered terms.*

Although attached to the Real Property Assessment Division of the Department of Budget and Fiscal Services for administrative and clerical assistance, the Boards of Review are independent bodies established to settle disputes between the taxpayer and the real property tax

assessor. While most cases settled by the boards involve differences of opinion over the assessed valuation of real property, the boards also decide issues involving the disallowance of exemptions by the assessor.

### **SALARY COMMISSION**

*Seven members, five-year staggered term: three members are appointed by the Mayor, three by the City Council; and the seventh member is appointed by the Mayor and confirmed by the City Council.*

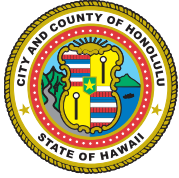
The Salary Commission establishes the salaries of all elected city officials and certain appointed city officials in accordance with the principles of adequate compensation for work performed, and relative to preservation of a sensible relationship to the salaries of other city employees.

### **ZONING BOARD OF APPEALS**

*Five members, five-year staggered terms.*

The Zoning Board of Appeals hears appeals regarding decisions of the Director of the Department of Planning and Permitting in the administration of zoning and subdivision ordinances and related rules and regulations. The board also hears requests for variances from the Land Use Ordinance.





## NEIGHBORHOOD COMMISSION OFFICE

Shawn Hamamoto, Executive Secretary

### POWERS, DUTIES AND FUNCTIONS

The Neighborhood Commission Office (NCO) provides administrative and technical support services to the Neighborhood Commission, 33 neighborhood boards, and the city administration.

#### Neighborhood Boards

The 33 neighborhood boards consist of 435 volunteer board members serving as advisory groups to the Honolulu City Council; the city administration, departments and agencies, and other public officials of the state and federal governments. Oahu's neighborhood boards function as island-wide communication conduits, expanding and facilitating opportunities for community and government interaction. The Neighborhood Plan, developed by the Neighborhood Commission, serves as the legal framework for the neighborhood boards.

#### Neighborhood Commission

The Neighborhood Commission was established in 1973 after Honolulu voters approved an amendment to the Revised Charter of the City and County of Honolulu, now set forth as Article XIV. To fulfill its duties, the commission rules require a minimum of six meetings each year, including the review and evaluation of the activities, performance and operations of the neighborhood board system.

The nine members of the Neighborhood Commission for Fiscal Year 2019 were:

**Tyler Dos Santos-Tam**, Chair

**Bryan Choe**, Vice Chair

**Kevin Rathbun**, Second Vice Chair

Joby North III

Richard Oshiro

Claire J. Tamamoto

Steven J. Melendrez

Robert Stubbs

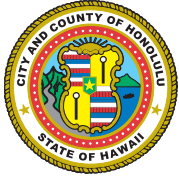
Jonathan Ching

The mission of the Neighborhood Commission is to increase and assure effective citizen participation in the decisions of government through the establishment of policy, providing oversight and evaluation, creation and expansion of various public outreach efforts and campaigns, as well as facilitating the efficient organization and operation of the neighborhood board system.

### ACCOMPLISHMENTS

- Registered 557 candidates for the 2019 Neighborhood Board Election, which was 16 more registered candidates than in the 2017 Neighborhood Board Election;
- Featured 63 contested races in the 2019 Neighborhood Board Election, as opposed to 45 contested races in 2017;
- Garnered 18,098 votes submitted online and 352 votes submitted via paper ballot for the 2019 Neighborhood Board Election, for 18,450 total votes; this equates to a 10.26 percent voter participation, which is the highest voter participation since 2007;
- Continued the NCO's door-to-door outreach to expand educational efforts and made more than 1,000 visits to Oahu businesses, community centers and other establishments to educate people about their local neighborhood boards and post area-specific posters and flyers;
- Prepared presentations for Lions Clubs, schools and student organizations, and participated as a booth vendor in various community festivals;
- Provided updates and presentations to all 33 neighborhood boards regarding the expanded outreach efforts and other issues of importance to the boards;
- Used social media and produced videos to highlight the actions taken by various neighborhood boards in an effort to keep the general community aware of the effectiveness of the neighborhood board system.

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## OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY

Joshua W. Stanbro, Executive Director and Chief Resilience Officer

### POWERS, DUTIES AND FUNCTIONS

The official responsibilities of the Office of Climate Change, Sustainability and Resiliency (CCSR) under Chapter 6-107 of the Revised Charter of the City and County of Honolulu are to: track climate change science and potential impacts on city facilities; coordinate actions and policies of city agencies to increase preparedness and develop resilient infrastructure in response to the effects of climate change; develop and coordinate city policies and programs that improve environmental performance; integrate sustainable and environmental values into city plans, programs and policies; and promote resilience of communities and coastal areas.

CCSR reports to the Mayor and City Council regarding overall performance in meeting sustainability targets and objectives, coordinates with federal and state agencies on climate and resilience issues on Oahu, and convenes and staffs the City Climate Change Commission to provide science-based solutions to climate change threats.

CCSR is leading resilience efforts to help Oahu prepare for, withstand, and bounce forward from the "shocks" of catastrophic events like hurricanes and floods, and "stresses", including such as sea level rise and water shortages, which are growing issues in the 21st century.

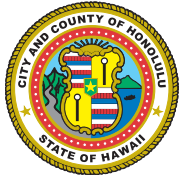
Through the CCSR office, Honolulu collaborates with regional, national, and global efforts to build resilience and navigate climate change. The Rockefeller Foundation's 100 Resilient Cities network provided foundational assistance to kick-start the office and Honolulu is an active participant in the international network. CCSR also coordinates Honolulu's membership in the Climate Mayors national group, the 200-city Urban Sustainable Directors Network, and is part of American Cities Climate Challenge cohort of 25 US cities. In addition, CCSR is the organizing body of the County Sustainability Coordinators Network, which spans the four counties of Hawaii, and CCSR also represents the Honolulu in the Aloha+ Challenge Dashboard effort, a statewide initiative that tracks shared goals and metrics measuring Hawaii's progress toward achieving global Sustainable Development Goals.

Fiscal Year 2019 represented the second year of existence of CCSR. CCSR now includes seven full time City-funded positions and six AmeriCorps VISTA positions. Two additional full-time contract positions were added through private grant funding in FY2019.

### ACCOMPLISHMENTS

- Secured \$1,533,333 in external grant funding from the Rockefeller Foundation's 100 Resilient Cities grant, Bloomberg Philanthropies American Cities Climate Challenge, Hawaii Community Foundation, Funders' Network, Oak Foundation, Silicon Valley Community Foundation, and Ulupono Initiative;
- Released the city's inaugural "Annual Sustainability Report," featuring metrics of progress toward citywide sustainability goals;
- Secured funding and technical assistance from the Rockefeller's 100 Resilient Cities initiative to release the "Ola: Oahu Resilience Strategy," featuring 44 concrete actions designed to improve Oahu's resilience in the areas of affordability, preparedness for natural disasters, climate security, and community cohesion;
- Created the city's first-ever baseline greenhouse gas inventory;
- Building upon the pilot program launched in 2018 with the Corporation for National and Community Service, grew the AmeriCorps VISTA program to nine members distributed throughout several city departments who substantially increase the city's capacity to increase resilience, as well as engage and educate community stakeholders;
- Hosted the second annual Climate Mayors Summit on June 27, 2019, which included 58 national mayors, as well as their sustainability staff and national thought leaders;
- Facilitated and staffed all meetings of the city's Climate Change Commission.

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## MAYOR'S OFFICE OF CULTURE AND THE ARTS

Misty M. Kelai, Executive Director

### POWERS, DUTIES AND FUNCTIONS

The Mayor's Office of Culture and the Arts (MOCA) was established in 1971 after the creation of the Commission on Culture and the Arts and the passage in 1967 of a "percent for art" ordinance that established the Art in City Buildings program.

MOCA is the liaison for the Commission on Culture and the Arts, and follows the same objectives: to assist the city in attaining national pre-eminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritage of all its people; to promote a community environment that provides equal and abundant opportunity for exposure to culture and the arts in all its forms; and to encourage and provide equal opportunity for the development of cultural and artistic talents of the people of Honolulu. To accomplish these objectives, MOCA manages the Art in City Buildings program, oversees art and cultural programming, and partners with organizations.

The Commission on Culture and the Arts determines the acquisitions funded by Art in City Buildings, determines the acceptability of works of art offered as gifts to the city, makes recommendations on the aesthetic standards of city facilities, and makes recommendations regarding the preservation, advancement and dissemination of culture and the arts to the citizenry of Honolulu. Members of the Commission for Fiscal Year 2019 were:

**Betty Lou Kam,**

Chair (July 2018 – January 2019) (Art)

**Fernando Pacheco,**

Chair (January 2019 – present) (Multimedia)

**Anthony Silva Jr.,** Vice Chair (At-large)

Lew Andrews (July 2018 – October 2018) (Art)

Ann Asakura (Crafts)

Vincent Hazen (January 2019 – present) (Art)

Leighton Liu (Design)

Stephen Mechler (Urban Design)

Glenn Medeiros (Music)

Deborah Pope (January 2019 – present) (Art)

Timothy Slaughter (Theater Arts)

Pamela Taylor Tongg (Dance)

Galyn Wong (July 2018 – August 2018) (Literature)

### Art in City Buildings

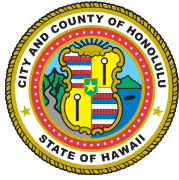
As reported in the Art in City Buildings 2019 Annual Inventory, the Art in City Buildings collection holds 1,074 active works of art, two of which are loans. A collection database is accessible online through the agency's webpage on the city website.

### ACCOMPLISHMENTS

- Commissioned "Kamehameha III," a 2018 bronze sculpture by Thomas Jay Warren, for Thomas Square, and commissioned two small bronze sculptures of "Kamehameha III" by Thomas Jay Warren, for the Art in City Buildings collection;
- Received the "Gannenmono Commemorative Monument," a 2019 monument for the Honolulu Hale Japanese Garden, gift of the Gannenmono Committee to the Art in City Buildings collection;
- Received "Winter Image" and "Autumn Grandeur," 1984 and 1970 respectively, two paintings by Seikichi Takara, gift of Lynn Wakatsuki and Lei Takahashi to the Art In City Buildings collection;
- Accessioned "Election of King Kalakaua, 1874," a 1949 print by Peter Hurd, a 1994 gift of Ray Pua, to the Art In City Buildings collection;
- Performed 101 conservation maintenance treatments on public art and completed 10 conservation treatments;
- De-accessioned by cultural protocols the "Chilkat Indian Totem Pole," a 1970 totem pole by Carl Heinmiller and Leo Jacobs located at Foster Botanical Garden, which was a 1974 transfer from the state of Hawaii;
- Produced Kapolei City Lights in December 2018, and Mango Jam Honolulu in June 2019;
- Coordinated nine events on the Frank F. Fasi Civic Center grounds that attracted approximately 80,000 attendees;
- Held 20 exhibits in the courtyard, Lane Gallery and third floor of Honolulu Hale, and eight exhibits at Kapolei Hale;
- Managed 72 events in the Mission Memorial Auditorium attended by 10,240 people;
- Scheduled 256 hearings, meetings, and workshops in the Mission Memorial Building Hearing Room.



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## OFFICE OF ECONOMIC DEVELOPMENT

Edwin P. Hawkins Jr., Executive Director

### POWERS, DUTIES AND FUNCTIONS

The Mayor's Office of Economic Development (OED) works to provide a nurturing, business-friendly environment for businesses and community organizations; coordinates with city agencies and departments regarding the economic development impacts of their activities; and works with organizations, community groups and other government entities to stimulate economic development opportunities. OED works in partnership with Oahu's businesses, nonprofit groups and communities to support economic growth and enhance the quality of life for the residents of the City and County of Honolulu, focusing on areas where the city can build effective public-private partnerships to address needs and make a positive difference for Oahu's communities and businesses.

OED's activities are concentrated in five areas: Small Business Development and Community Revitalization, International Relations and Sister-City Program, Agriculture, Honolulu Film Office, and the Hawaii Tourism Authority Community Enrichment Program (HTA-CEP).

#### Small Business Development and Community Revitalization

OED supports economic growth for businesses and communities throughout Oahu's existing and emerging industries, including small business, tourism, diversified agriculture, entertainment, sports and technology. Small businesses are the backbone of Oahu's economy, and the focus of OED is to support and advocate for the success of Oahu's small businesses and work with small business organizations.

Community economic revitalization is about city-community partnerships and turning community ideas into practical and achievable solutions. The goal is to stimulate economic opportunities, strengthen the unique character of Oahu's diverse communities, and improve quality of life for our residents. OED works directly with businesses and communities to focus efforts on concrete actions and foster the partnerships that will implement these actions. OED provides the essential coordination and support needed to bring the community together by convening economic summits, sharing progress, and encouraging more businesses and individuals to get involved. OED is a member of several business improvement districts, including the Fort Street Business Improvement District and the Waikiki Improvement Association.

#### International Relations and Sister-City Program

International relations continue to play a vital role for the city by adding to the rich cultural, social and economic diversity that makes Honolulu unique. OED's outreach to international groups and organizations often results in

goodwill and benefits to the city through donations, both monetary and in-kind, from international benefactors.

Since 1959, Honolulu's Sister-City Program has grown to 33 established relationships with cities on six continents that share a direct historical, cultural or ethnic connection with the people of Honolulu. Sister-City programs have a major direct economic impact through increased tourism numbers and international visitor spending, business growth via foreign direct investments, additional sales, company expansions, local jobs generation, training programs and development of long-term student exchanges.

In addition, Sister-City relationships promote the exchange of ideas on improving city services, transportation network and methods, urban greening and energy efficiency, and health and elderly care. International business-to-business relationships promoted and developed through OED can generate benefits such as enhanced business contacts, gateways into new markets and product lines, marketing and mutual product promotion, joint research and ventures, and branching into new tourism niches such as educational tourism and ecotourism.

#### Agriculture

As the city's first point of contact regarding agricultural issues, the Agricultural Liaison enables the city to capitalize on agricultural funding opportunities provided by state and federal agencies, collaborate with the state on issues of mutual concern, work with city departments on changes that will benefit agriculture, and focus on a reasoned approach to the preservation and use of agricultural lands.

#### Honolulu Film Office

The goal of the Honolulu Film Office (HonFO) is to make Hawaii's film industry a vital, vibrant part of a diversified and sustainable economy. To this end, HonFO provides leadership in the areas of planning, development, facilitation, and marketing to and for media industries on Oahu. As the hub of production for the state of Hawaii, Honolulu's Film Office assists an average of 500 projects per year, ranging from large-scale feature films such as "Jurassic World: Fallen Kingdom," to minimal-impact still, video and new media shots. Oahu is typically responsible for 50 to 75 percent of the annual statewide total production expenditures, and is fortunate to be the home of two network television series, "Hawaii Five-0" and "Magnum P.I.," which continue to provide stable industry jobs.

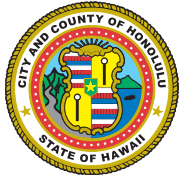
#### Hawaii Tourism Authority Community Enrichment Program

The Hawaii Tourism Authority (HTA) provides funding support to qualified programs that perpetuate Hawaiian

culture, preserve natural resources and present community events. OED administers the contract between HTA and the City and County of Honolulu, and evaluates various Oahu organizations under three community-based programs. HTA-CEP supports community-oriented programs, festivals and special events promoting culture, education, health and wellness, nature, agriculture, sports, technology and “voluntourism” for the enjoyment of residents and visitors. Kukulu Ola supports programs that enhance, strengthen and help to perpetuate the Hawaiian culture by supporting cultural practitioners, craftsmen, musicians and artists. Aloha Aina supports programs that help preserve and enhance the quality of Hawaii’s treasured natural resources for the enjoyment of current and future generations to ensure that Hawaii’s resources are protected, respected and perpetuated.

## ACCOMPLISHMENTS

- Collaborated with the Hawaii Farm Bureau for the second consecutive year to showcase six local companies and promote their products at “Hawaii on the Hill,” sponsored by the Hawaii Chamber of Commerce and Sen. Mazie Hirono, where more than 2,500 attendees and dignitaries sampled the made-in-Oahu products at the event on Capitol Hill;
- Assisted small-acreage farmers on Oahu to acquire knowledge about complying with the U.S. Food and Drug Administration’s Food Safety Modernization Act through on-farm training provided by University of Hawaii Extension Service, and provided funding to cosponsor the Hawaii State Farm Fair educational programs for produce and nursery plants production, and the rearing of animals;
- Assisted with coordination of \$267,000 of in-kind city services in support of 33 community festivals, parades, nonprofit organizations, and other ethnic and community groups;
- Contracted with HTA to evaluate programs and events in their Kukulu Ola, Aloha Aina, and Community Enrichment Programs; staff conducted 73 site visits and interviews, attended events, and evaluated all HTA programs under this contract, which enhance visitor experiences in support of the leisure and tourism industry;
- Hosted on August 7, 2018, six mayors of Japanese cities with U.S. military bases located within their city limits to discuss topics of mutual interest, including challenges of working with the military community and possible economic benefits of hosting the military community; the visit was sponsored by the U.S. Embassy in Japan and coordinated by Honolulu’s Pacific and Asian Affairs Council;
- Provided assistance to Japan Aviation Company (JAA), the oldest and largest aviation facility in Japan, and its local company, Wing Spirit Inc., to establish an aviation education center in Honolulu, a major economic activity that will create high-paying jobs and diversify our economy; assisted with locating lands for development and introduction to collaborate with the University of Hawaii; the project also included hosting the JAA Chancellor, who visited with Mayor Caldwell; and Chancellor Umezawa, his wife, and a small delegation visited Honolulu to attend the opening of the Aviation Academy of Hawaii, a branch of Japan Aviation Academy, with plans for a Pilot and Mechanics School in Honolulu;
- Participated and helped manage the dedication ceremony organized by the Kizuna Hawaii Gannenmono Committee on April 18, 2019, for the placement of the Gannenmono Stone Monument in the Japanese Garden in front of Honolulu Hale, and also hosted Prince and Princess Akishino of Japan for events commemorating the 150th anniversary of the first Japanese immigrants’ arrival in Hawaii;
- Assisted All Nippon Airways with the inaugural launch of the A380 “double-decker” airbus service to Honolulu, which significantly expands passenger capacity from Japan, our largest international visitor market, and assisted with arrangements for handling of first class passengers at the airport and other issues of beginning passenger service;
- Helped influence Hawaii film industry’s approximately \$480 million in direct spending in calendar year 2018 and contributed to its immediate economic impact of more than \$800 million; Oahu’s portion of the total is approximately \$240-\$360 million in direct spending and \$400-\$600 million in economic output (2018 State of Hawaii Data Book, Hawaii Department of Business, Economic Development and Tourism, Creative Industries Division, Film Industry Branch figures);
- Co-chaired the planning and execution of the 87th United States Conference of Mayors in Honolulu, including four evening events, the Mayor’s VIP reception, and arranging donations and sponsorships, speakers, and cultural performances throughout the Conference, which attracted nearly 250 mayors from across the U.S., five mayors from Japan, and nearly 2,000 delegates and family members for four days of a conference addressing issues important to all mayors.



## OFFICE OF HOUSING

Marc Alexander, Executive Director

### POWERS, DUTIES AND FUNCTIONS

Working together with various City and County of Honolulu departments, the Office of Housing (HOU) establishes policy and coordinates programs for affordable housing, senior housing, special needs housing, and those experiencing homelessness. The office coordinates city efforts with state and federal agencies, as well as private and nonprofit organizations.

Mayor Kirk Caldwell's clear and principled vision – that the only permanent solution to homelessness in our community must incorporate both housing and an effective support system, and this can only be achieved when the city, state and service providers work closely together – has guided the city to a housing-focused approach to homelessness, as evidenced by the implementation of Housing First. This innovative program focuses on assisting the chronically homeless by removing the barrier of mandatory treatment-program enrollment and provides permanent supportive housing directly from streets and shelters. In addition, the Mayor has made affordable housing a centerpiece of his second term administration, committing to the construction of 800 affordable housing units annually during his second term.

Recognizing both the special service of veterans to our community and the unfortunate distinction that veterans have of being over-represented in the homeless population, Mayor Caldwell joined the Mayors Challenge in 2015 with a commitment to ending veteran homelessness in the City and County of Honolulu. The Mayors Challenge is a network of 517 elected officials including 450 mayors, 62 county and city officials, and five governors who have made a commitment to ensure homelessness is rare, brief, and a one-time experience, beginning with veterans.

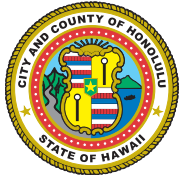
### ACCOMPLISHMENTS

- The January 2019 Homeless Point-in-Time Count of 4,453 homeless persons indicates a 1 percent decrease of 42 persons, compared to the 2018 count of 4,495, and from 2017-2019, the overall homeless population declined by 10 percent or 506 persons, the first declines since 2009;
- Moved 432 veterans from homelessness into permanent housing, a 9 percent increase over Fiscal Year 2018; reached a milestone of 331 homeless veterans reported in the Homeless Management Information System, the lowest number since the city joined the Mayors Challenge in 2015; and since January 2015, a total of 1,937 homeless veterans on Oahu have been moved into permanent housing;
- Helped influence a decline in the homeless family individuals population, which dropped by 15 percent or 233 persons, to 1,357 from 1,590 in 2018, and from 2015 to 2019, there was a 42 percent decrease, or 983 fewer persons, in homeless family individuals, coinciding with the advent of HousingASAP, the city's focus on affordable housing targeting homeless and formerly homeless persons, and the public-private partnership Kahauiki Village that targets homeless families;
- Helped influence a decline in the number of homeless children under the age of 18, which fell 12 percent or 106 children, to 793 from 899 in 2018; children make up 18 percent of the total homeless population on Oahu; and from 2015 to 2019, there has been a 40 percent decrease, or 526 children, in the number of homeless children, from 1,319 in 2015.
- Played lead role in the City Data Governance Committee that was formed to assist the city in using data to better engage citizens and improve performance; in February 2019, the city launched Honolulu Dashboard on the city's website to report performance metrics in four of the Mayor's priority areas: Homelessness, Affordable Housing, Streets, and Parks, to provide the public with a quick and easy way to review the city's progress on key city services and issues;
- Added a new Instagram account to increase HOU's social media presence and make the community as aware and involved as possible; the Instagram presence complements HOU's official Facebook page that includes frequent updates on recent projects, data, and general information; and enhanced social media efforts resulted in a significant increase in the number of followers, engagements, and the overall reach of HOU social media posts;
- Printed and distributed more than 40,500 Homeless Help Cards, a comprehensive information source to assist those searching for aid, support, and services as part of a broader effort to meet high demand and create awareness of expanded programming;
- Worked with the United States Interagency Council on Homelessness during the 87th Annual Meeting of the United States Conference of Mayors (USCM), an event attended by more than 220 mayors, to draft Mayor Caldwell's proposed resolution, "Address the Crisis of Homelessness and Housing Affordability," which was adopted; HOU also organized "Homelessness and Housing: Government, Philanthropy, and the Private Sector," a best practice forum moderated by Mayor

Caldwell that demonstrated Honolulu's leadership and convening capacity in addressing this national crisis; and HOU coordinated a host city workshop, "Community, Permanent Housing, and Hygiene Services," an off-site visit showcasing two cutting-edge programs, Kahauiki Village and the Punawai Rest Stop in Iwilei, to visiting mayors and other USCM participants;

- Co-chaired the Oahu Resilience Strategy Pillar I, "Remaining Rooted: Ensuring an Affordable Future for Our Island," a strategy that serves as the organizing structure for the city's approach to affordable housing;
- Served as the city's representative on the Special Action Team on Affordable Rental Housing that issued "Affordable Rental Housing Report and Ten-Year Plan" to the Hawaii State Legislature, and the report was presented to Gov. David Ige in July 2018, in Response to Act 127, Session Laws of Hawaii 2016.





## ROYAL HAWAIIAN BAND

Clarke L.K. Bright, Bandmaster

### POWERS, DUTIES AND FUNCTIONS

The Royal Hawaiian Band (RHB) serves as the official band of the City and County of Honolulu. It has the distinction of being the only full-time municipal band in the nation, and the only band in the United States established by a royal kingdom. The band represents the City and County of Honolulu at public events and provides a wide variety of music for the educational and cultural needs of the community. Due to its cultural heritage, the band endeavors to maintain its observance of, and its participation in, all events that were established during the Hawaiian monarchy era.

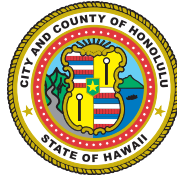
RHB is made up of 40 full-time positions and functions as a concert band, a marching band, and a glee club ensemble. The administrative and operational affairs of the band are handled by the bandmaster, assistant administrator, brass supervisor, woodwind supervisor, glee club leader, assistant conductor, drum major, librarian-in-charge, assistant librarian, field coordinator, and senior clerk typist. With the exception of the bandmaster and the senior clerk typist, all the positions listed are dual positions – they are musicians in the band in addition to executing their administrative and staff responsibilities.

### ACCOMPLISHMENTS

- Provided a total of 370 performances during Fiscal Year 2019;
- Performed weekly concerts at Iolani Palace;
- Performed regularly at the Centerstage in Ala Moana Center, Queen Kapiolani Regional Park Bandstand, Royal Hawaiian Hotel Coconut Grove, Moana Surfrider Hotel, Windward Mall, Pearlridge Center, Waialua Bandstand, Town Center of Mililani, and International Marketplace in Waikiki;
- Featured in Hawaiian cultural and monarchical events including: Queen Liliuokalani's Onipaa and birthday celebration, Queen Liliuokalani Memorial, Aloha Festivals Hoolaulea, Aloha Festivals Parade, Day at Queen Emma Summer Palace, King Kalakaua Birthday Celebration and Royal Guard Review, King Kamehameha V program, Queen Emma Memorial, Prince Kuhio Parade, King Kamehameha III Statue Lei Draping Ceremony, Queen Kaahumanu Day Celebration, Hawaiian Civic Club's 100th Anniversary Celebration at Bishop Museum, King Kamehameha I Statue Lei Draping Ceremony and the King Kamehameha Floral Parade;

- Performed at other cultural and community parades including: Kailua Independence Day Parade, Honolulu Pride Parade, Little League World Series Champions Parade, Wahiawa Veteran's Day Parade, Kalihi Christmas Parade, Hawaii Kai Christmas Parade, Kaneohe Christmas Parade, Kaimuki Christmas Parade, Honolulu City Lights Public Workers' Electric Light Parade, Kapolei City Lights West Oahu Electric Light Parade, Haleiwa Christmas Parade, Martin Luther King Jr. Parade, Night in Chinatown Parade, Honolulu Festivals Parade, St. Patrick's Day Parade, Memorial Day Parade, Pan Pacific Parade, Salute to Youth Parade, and additional community parades;
- Performed community concerts at many other events, such as: Wahiawa District Park War Memorial Ceremony, Bastille Day Ceremony, Villages of Kapolei Association Recreation Center Fair, Waipahu Community School for Adults Commencement at the Pearl City Cultural Center, Hawaii Bicycle League Century Bike Race, Martin Luther King Jr. program, Department of Parks and Recreation (DPR) Seniors Valentine Dance, Ewa Elementary School's Lincoln Day Program, Mayor's Prayer Breakfast, DPR May Day Program, Mayor's Memorial Day Ceremony, Moiliili Ohana Festival, Windward Community College Paliku Arts Festival, DPR Na Hula Festival, Mahatma Gandhi Day & International Day of Nonviolence, 9/11 Remembrance Ceremony at Tamarind Park, American Heart Association's Honolulu Heart Ball, Hawaiian Memorial Park Gold Star Families Memorial Program, Eat the Street at Kaala Elementary, Children's Youth Day Celebration at the Hawaii State Capitol, Easter Sunrise Service at the National Memorial Cemetery of the Pacific - Punchbowl, March of Dimes Charity Walk, 6th Annual Jingle Rock Run, Hawaii Book and Music Festival at the Frank F. Fasi Civic Center grounds, Honolulu Police Department Police Week memorial service, Honolulu Law Enforcement Memorial Ceremony, Leeward Music Festival, Vietnamese Festival, and the Thomas Square Rededication;
- Performed at hospitals, nursing homes, adult care facilities and retirement communities, plus educational concerts at many preschools, elementary, middle and high schools;
- Continued to promote and perpetuate the music and culture of Hawaii to provide a unique musical experience for an age-friendly city of local residents and visitors through performances ranging from the sounding of the pu (conch shell) and the opening oli (chant) to the musical, vocal and hula styling of its multi-talented members.

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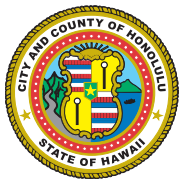


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## **DEPARTMENTS & AGENCIES**

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## BOARD OF WATER SUPPLY

**Bryan P. Andaya**, Chair; **Kapua Sproat**, Vice Chair; **Kay C. Matsui**, **Ray C. Soon**, **David C. Hulihee**, (July 2018 - September 2018), **Max Sword** (October 2018 - present), and Ex-Officio Members: **Ross S. Sasamura**, **Jade T. Butay**, **Ernest Y.W. Lau**, P.E., Manager and Chief Engineer  
**Ellen E. Kitamura**, P.E., Deputy Manager and Chief Engineer

### POWERS, DUTIES AND FUNCTIONS

The Board of Water Supply (BWS) manages Oahu's municipal water resources and distribution system, providing residents with a safe, dependable and affordable drinking water supply now and into the future. As the largest municipal water utility in the state of Hawaii, the BWS delivers potable and non-potable water to approximately 1 million customers on Oahu. The BWS carefully and proactively manages and invests in its intricate system, consisting of 94 active potable water sources, 171 reservoirs and nearly 2,100 miles of pipeline.

The BWS is a financially self-sufficient, semi-autonomous agency of the City and County of Honolulu. Its operations and projects are financed with revenues generated from water transmission and distribution fees. It receives no tax money from the city. The BWS also issues revenue bonds and pursues federal grants and State Revolving Fund loans to help subsidize BWS projects.

The BWS is governed by a board of directors (BOD), consisting of seven members. Five members are appointed by the Mayor and confirmed by the Honolulu City Council. The remaining two members serve in their capacities as the Director of the State Department of Transportation and the Director and Chief Engineer of the city's Department of Facility Maintenance. The BOD appoints the BWS Manager and Chief Engineer to administer the department.

#### Capital Projects Division

The Capital Projects Division ensures improvements to Oahu's municipal water system are designed and constructed in accordance with the BWS Water System Standards; formulates the annual Capital Improvement Program; implements the design and construction of new source, storage, treatment, transmission and distribution facilities; and is responsible for the repair and upgrade of aging water mains and facilities.

#### Customer Care Division

The Customer Care Division interfaces with BWS customers to provide services in the areas of bill payments, delinquent bills, account inquiries, water service investigations, review of building permit applications, new water services, and investigation of water leaks and possible causes for high water bills.

#### Field Operations Division

The Field Operations Division maintains and repairs Oahu's water delivery system, which includes all pipelines, valves, fire hydrants, water meters and automatic meter reading components. This division also maintains the BWS's corporation yards, reservoirs, and control buildings, and conducts landscaping work at all BWS facilities.

### Finance Division

The Finance Division ensures financial resources are efficiently and effectively managed by providing support for all BWS fiscal functions, including financial reporting, general accounting, payroll, accounts payable, planning and analysis, fixed assets, treasury, debt and investment management, meter reading and customer billing.

### Information Technology Division

The Information Technology Division plans, designs, implements, maintains and supports BWS information technology (IT) and geographic information system (GIS) applications, the water system hydraulic models, and the BWS IT infrastructure, which includes physical and virtual data centers, servers, personal computers, mobile computing, wired and wireless network communications, telephone systems, the call center system, cyber security and video surveillance systems.

### Land Division

The Land Division acquires real property and interests therein, in the name of the city for BWS use through purchase, condemnation, lease, easement and executive land order; recommends to the council the disposal of surplus real property; and manages real property and real property interests that are under the control of the BWS.

### Water Quality Division

The Water Quality Division manages compliance with all federal and state drinking water and applicable environmental rules and regulations. This division also manages microbiological and chemical laboratories.

### Water Resources Division

The Water Resources Division directs long-range water resource and capital planning for Oahu's water system, and ensures the health of Oahu's water resources, conserves freshwater supplies, and plans for the expansion of water system infrastructure to ensure an adequate water supply for domestic use and fire protection for current and future water users.

### Water System Operations Division

The Water System Operations Division monitors, maintains, repairs and operates the BWS's diverse water systems, including well and booster stations, control valves and the various water treatment facilities. This division also inventories, maintains and repairs the BWS fleet of motor vehicles, construction equipment and trailers.



## Office of the Manager and Chief Engineer

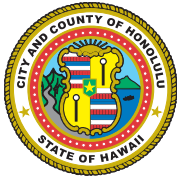
The Office of the Manager and Chief Engineer administers the affairs of the BWS in accordance with policies and regulations adopted by the BOD and the provisions of the Revised Charter of the City and County of Honolulu; provides comprehensive strategic communication services and support to all divisions, including internal communications and external communications with key stakeholder groups such as customers, community/advocacy groups, neighborhood boards, media and elected officials; oversees the development and execution of the operating budget, capital improvement program and departmental revenues; administers and provides procurement services; administers and manages human resource classification, recruitment and examination, and labor relations; develops and implements plans and policies to improve security for BWS employees, water resources and distribution system; and develops and executes risk management and emergency preparedness and response in coordination with other city, state and federal agencies.

## ACCOMPLISHMENTS

- Adopted the BOD-approved revision to the Schedule of Rates and Changes for the Furnishing of Water and Water Service for fiscal years 2019-2023, which supports city initiatives by providing limited waivers for affordable and homeless dwellings and for residential fire sprinkler retrofits, and the first rate change under this revised schedule begins July 1, 2019;
- Conducted 40,079 chemical tests, 34,056 microbiological tests, and collected 16,888 samples from BWS sources, distribution systems and treatment facilities to ensure all water served is safe to drink; tests performed during Fiscal Year 2019 include regulatory compliance testing, groundwater quality testing, and response to customer inquiries about water quality;
- Responded to 330 main breaks, or about 16 breaks per 100 miles of pipeline, and conducted leak detection surveys for 372 miles of pipeline, which resulted in the Leak Detection Team finding and repairing 50 leaks before major property damages or system interruptions occurred;
- Awarded \$57 million in construction contracts and \$22.5 million in professional service contracts for projects to maintain and improve water system facilities, including well and booster stations, reservoirs and corporation yards, and for the systematic replacement of aging and corroded water mains and fire protection improvements; scheduled construction work for the replacement of approximately 8 miles of pipelines in the Hawaii Kai, Honolulu, Kailua, Makapuu, Makiki, Moanalua, Pacific Heights, Pearl City, Waianae, and Waiiau areas; initiated design work for future construction in

the Aiea, Ala Moana, Ewa Beach, Hauula, Honolulu, Kalama Valley, Kaneohe, Manoa, Pupukea, Waianae, and Waipahu areas; and awarded contracts for the renovation and improvements to the following BWS facilities: Aina Koa 1100 Reservoir, Diamond Head 180 Reservoir, Haleiwa Wells, Hoaeae Wells, Kalihi Corporation Yard, Kamehame 820 Reservoir, Kunia Booster, Makaha Wells VI, Mililani Wells IV, Newtown Wells, Niu Valley Highlands 297 Reservoir, Wahiawa Wells I and II, Waialae Wells I, Waialae Iki 180 Reservoir, Waimanalo 230 Reservoir, and Wilder Wells;

- Initiated expansion of the Honouliuli Water Recycling Facility R-1, which will increase irrigation treatment capacity by 2 million gallons a day (mgd), for a total of 10 mgd of recycled water; new disk filters will replace the sand filters, which will result in decreased effluent loss during backwashing, create more beneficial reuse water, and reduce the maintenance cost associated with the sand filters; the new UV disinfection system is significantly more energy efficient and will reduce electricity costs and the carbon footprint; and the additional recycled water will provide irrigation water for new Ewa developments and conserve the limited freshwater resource;
- Issued \$143,330 in rebates and achieved an annual estimated freshwater savings of more than 12 million gallons per year through BWS's new water conservation rebate program for efficient clothes washing machines, rain barrels, and weather-based irrigation controllers;
- Published the Haiku Stairs Draft Environmental Impact Statement to disclose alternatives for the fate of the historic stairs and eliminate BWS liability on a non-mission critical asset;
- BWS is pursuing three loi kalo restoration projects on BWS lands in Makaha, Waihee, and Manoa; these agricultural farms have watershed protection and cultural components; a community nonprofit group is evaluated and selected through an RFP process; and this effort builds community support of the BWS mission for the protection and management of Oahu's freshwater resources;
- In collaboration with the Water Research Foundation, completed a climate change vulnerability assessment of Oahu's water supply from future droughts, and coastal water system infrastructure subject to sea level rise and coastal erosion;
- Developed a spatial main break analysis tool to provide increased insights for improving the construction and operation of the water system by correlating past main breaks with various factors such as pipe size, type, and age, soil type and pressure, and presenting the information in a geospatial, map-based context.



## DEPARTMENT OF BUDGET AND FISCAL SERVICES

Nelson H. Koyanagi Jr., Director  
Manuel T. Valbuena, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The responsibilities of the Department of Budget and Fiscal Services (BFS) include: revenue collection from taxes and fees; centralized citywide purchasing; managing the city's cash, investments and debt in a prudent manner; disbursement control to support city agencies in delivering successful projects and programs; long-range financial planning and budgeting; maintaining the city's financial records in accordance with standards; and overseeing equipment inventories to ensure assets are properly accounted for and safeguarded.

Additionally, BFS provides administrative support in the form of oversight for the Liquor Commission and the Oahu Workforce Development Board; two pension funds for current and former employees of the Board of Water Supply (BWS) and the City and County of Honolulu; and five boards and commissions.

The mission of BFS is to deliver adequate resources to city agencies to ensure successful programs and projects in a fiscally prudent and responsible manner, and to protect and enhance the city's excellent bond rating.

#### Accounting and Fiscal Services Division

The Accounting and Fiscal Services Division provides financial services to departments and agencies; reviews the manner in which public funds are received and expended; ensures that funds expended from operating and capital budgets are approved in accordance with budget ordinances; prepares centralized payroll; liquidates claims; and prepares financial statements and reports on city operations.

#### Budgetary Administration Division

As required by the Revised Charter of the City and County of Honolulu and under the direction of the Mayor, the BFS Director prepares the operating and capital program and budget together with the necessary budget ordinances, amendments or supplements.

The Budgetary Administration Division administers the city's operating budget, which includes the preparation and submittal of the annual executive program and budget to the City Council, as well as analysis and administration of the budgetary management programs of the 24 executive agencies of the City and County of Honolulu.

#### Fiscal Capital Improvement Program Administration Division

The Fiscal Capital Improvement Program (CIP) Administration Division administers the management and analysis relating to: the city's six-year CIP program; citywide revenue; central accounts; long-range financial planning programs; U.S. Department of Housing and Urban

Development's Community Development Block Grant; HOME Investment Partnerships; Emergency Solutions Grant; and Housing Opportunities for Persons with AIDS programs.

#### Internal Control Division

The Internal Control Division is a leader in building public trust in city government by promoting cost-effective internal controls to safeguard city assets. The division performs professional and objective examinations and evaluations of the city's financial activities. Seven staff members audit, review and monitor the controls and processes for safeguarding city assets and recording financial transactions, and recommend practical changes and cost-effective improvements. Division personnel include certified public accountants and certified government financial managers.

#### Purchasing Division

The Purchasing Division is responsible for procuring materials, supplies, equipment, services, construction, consultants, professional services, and management of city-owned property.

The Procurement and Specifications Branch is divided into five sections that support assigned departments by establishing standards and specifications, developing solicitation documents, and providing technical assistance to agencies to assure quality purchases at reasonable prices.

The Property Management and Disposal Branch maintains inventory of all city personal and real property and effects the exchange, disposal, sale and transfer of surplus equipment. Additionally, the branch manages city-owned parks properties, advises on other city-owned real property, including disposals, rentals, leases, easements, and concessions, manages the city housing relocation functions, supports the sponsorship of city assets program, and provides administrative support to the Clean Water and Natural Lands Commission.

#### Real Property Assessment Division

Chapter 8, Revised Ordinances of Honolulu, relating to the assessment of real property for tax purposes, provides for the Real Property Assessment Division to administer the provisions thereof. It ensures real property assessment values are fair and equitable, based on market value, and in accordance with applicable standards and laws.

The division's mission is to annually provide the City Council with a certified assessment roll. The City Council uses this roll to set the tax rates for nine general land classes and generate property tax revenues for the city.

## **Risk Management**

Risk Management is responsible for the overall risk financing plan and support services for the city's departments, agencies, staff and business partners, including BWS, Honolulu Authority for Rapid Transportation (HART) and Oahu Transit Services.

## **Treasury Division**

The Treasury Division is responsible for the city's cash management, debt administration and certain accounts receivable. It maintains the city's treasury, deposits monies and invests funds as authorized by law.

Additionally, the division administers the receivables for real property taxes, refuse disposal and collection fees, special assessments, automotive fuel and maintenance fees, engineering inspector overtime and permit fees, wastewater engineering inspection charges, sewer lateral charges, recovery of road and sidewalk repair, recovery of costs for damaged traffic property, concession agreements and lease rents.

## **Liquor Commission**

The Liquor Commission is administratively attached to BFS and has the sole jurisdiction, power, authority and discretion to grant, refuse, suspend, and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. The Commission also hears and adjudicates violations of Liquor Laws and Rules committed by liquor licensees and non-licensees.

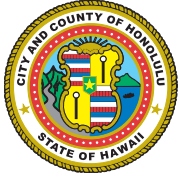
## **Oahu Workforce Development Board**

Oahu Workforce Development Board (OWDB) is federally mandated and federally funded under the Workforce Innovation and Opportunity Act (WIOA) of 2014 to oversee county-level implementation of WIOA at the American Job Center Hawaii, formerly Oahu WorkLinks, located at Dillingham Shopping Plaza.

OWDB is administratively attached to BFS, but receives guidance and monitoring from the State of Hawaii Department of Labor and Industrial Relations, Workforce Development Council.

## **ACCOMPLISHMENTS**

- Received the Distinguished Budget Presentation Award for the Fiscal Year 2019 Budget from the Government Finance Officers Association of the United States and Canada;
- Received, reviewed, evaluated, analyzed and finalized the city's FY 2020 executive operating program and \$2.83 billion budget; this was \$224.27 million more than the previous fiscal year appropriation, an increase of 8.59 percent; the majority of the increase was for rail and other Mayor's priorities, collective bargaining salary increases and other non-discretionary costs such as retirement contributions, Federal Insurance Contributions Act (FICA), bus service subsidies and the solid waste fund;
- Coordinated and facilitated the implementation of the FY 2019 budget that provided for the operations, repair and maintenance, and capital improvements of citywide facilities that included deactivated position cuts of \$25.6 million;
- Proposed FY 2020 CIP budget of \$871 million that focuses on core services, including refuse and waste-to-energy H-POWER projects, Consent Decree-related sewer projects, bridges, roads and park improvements;
- Procured all departmental contracts in priority areas, including city park revitalization, and road repaving and sewer system infrastructure repair, maintenance and improvement;
- Assessed 303,055 tax parcels for Assessment Year 2019, including 135,999 condominium units and 362,278 buildings, and allowed 167,617 exemptions as of Oct. 1, 2018;
- Earned \$56 million in interest income from Treasury Investments, as compared with \$28 million in FY 2018; Treasury's real property tax offices collected more than \$1.2 billion, compared with \$1.1 billion previously; and the Real Property Tax Foreclosure office successfully collected 100 percent of accounts in process of foreclosure, thereby canceling the property auction scheduled in May 2019;
- Issued \$468,470,000 in general obligation bonds, including four green bond series, and in January 2019, the city issued \$250,025,000 in general obligation bonds for HART, while maintaining bond ratings of AA+/Aa1, in August 2018;
- Continued to increase tax credits and taxpayer outreach through efforts of the Tax Relief program to expand community sessions such as the Honolulu Senior Fair held at the Neal S. Blaisdell Center; the newly created Miscellaneous Accounts Receivable section was acknowledged by the Department of Transportation Services and Department of Facility Maintenance for improving collection processes for claims by improving efficiency, eliminating billing and collection time, and increasing collected revenue; and Collection Agent processes were also expanded to include the Section 8 Rental Subsidy program and BWS receivables;
- Continued to see good results from the Liquor Commission's enforcement participation in the Alcohol Compliance and Enforcement Project with the University of Hawaii, Office of Public Health Studies, to prevent and reduce access to alcohol for underage persons through off-premises (retail) alcohol compliance checks; and in partnership with Hawaii News Now, launched an educational component with the "Don't Drown Your Future" campaign, a public service announcement focused on reducing alcohol abuse among teenagers and encouraging them to choose an alcohol-free lifestyle.



## DEPARTMENT OF COMMUNITY SERVICES

Pamela A. Witty-Oakland, Director  
Rebecca J.I. Soon, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Community Services (DCS) develops and administers projects, programs and plans of action for human resources, human services and housing programs; develops and administers projects, programs and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; administers grants awarded from the Grants in Aid (GIA) and Affordable Housing funds; and implements federal and state-aided human resources, human services, housing, urban renewal and community development programs.

The department consists of five divisions: Community Assistance, Community Based Development, Elderly Affairs, WorkHawaii, and the Office of Grants Management. Administrative support is provided through the department's Administrative Services Section. Effective July 1, 2018, the Oahu Workforce Development Board was organizationally transferred from the Department of Community Services to the Department of Budget and Fiscal Services.

Additionally, the following committees are attached administratively to DCS: Mayor's Committee for People with Disabilities, Honolulu Committee on Aging, Honolulu County Committee on the Status of Women, and the Grants in Aid Advisory Commission.

#### Community Assistance Division

The Community Assistance Division provides rental assistance to eligible low-income families participating under the federally funded Section 8 programs, which consist of Housing Choice Voucher Program, Family Self-Sufficiency Program and Homeownership Option Program; decent, safe and sanitary housing for low- and moderate-income households through the Rehabilitation Loan Program that provides interest-free loans to homeowners to repair their homes to meet housing standards; and the Down Payment Loan Program that provides interest-free loans to low- and moderate-income families to help them achieve homeownership.

#### Community Based Development Division

The Community Based Development Division (CBDD) works in partnership with nonprofit agencies, private for-profit enterprises and other government agencies to address affordable and special needs housing, as well as shelter and supportive services, for people in need through the acquisition and rehabilitation of existing affordable housing, the construction of new affordable housing developments, and the leasing of city-owned special needs housing projects. These are achieved via the Community Development Block Grant, HOME Investment Partnerships, Affordable Housing Fund, Housing Trust Fund and the

Housing Opportunities for Persons with AIDS programs. The division administers the Emergency Solutions Grants program, which provides funds to support the operations of emergency shelters as well as rapid rehousing and homeless prevention activities. CBDD also administers city General Funds to contract with nonprofit organizations that operate city homeless initiatives, including the Housing First, housing navigation and homeless outreach programs. The division further manages city-owned permanent housing projects that provide long-term housing for persons and families transitioning from homelessness.

#### Elderly Affairs Division

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging in Honolulu and serves as the Aging and Disability Resource Center. Its objective is to develop a comprehensive and coordinated system of services to assist older persons in leading independent, meaningful and dignified lives in their own homes and communities for as long as possible. The division serves as the leader on aging-related issues on behalf of older persons and is responsible for the following functions: advocacy, planning, coordination, interagency linkages, information sharing, brokering, monitoring and evaluation.

#### WorkHawaii Division

The WorkHawaii (WH) Division's mission is to develop a quality workforce for Honolulu's businesses, and empower adults and youth to develop the necessary work skills that align with the current and future needs of employers.

The division is the lead agency of the American Job Center Hawaii and provides a broad range of workforce development and related services that address the needs of job seekers and workers, especially individuals with multiple barriers to employment. Businesses are active partners in addressing the challenges of talent and skill shortages to ensure that workforce development efforts meet the employer-identified needs. WorkHawaii also provides services to keep young people from further involvement in the justice system, assists communities with addressing substance abuse among young people, and arranges housing and other related assistance for individuals and families experiencing homelessness.

#### Office of Grants Management

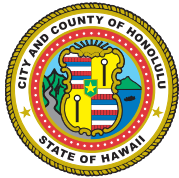
The Office of Grants Management administers the city's GIA program for the purpose of developing, implementing and supporting nonprofit projects, services and programs that address community needs consistent with the city's established priorities to address at-risk populations, including: (1) services to economically and/or socially disadvantaged populations; (2) services for



public benefit in the areas of the arts, culture, economic development and environment; (3) social services for the poor, aged and youth; (4) health services, including for those with physical or developmental disabilities; (5) educational, manpower or training services; and (6) services to meet a definitive cultural, social or economic need within the city.

## ACCOMPLISHMENTS

- The Housing Choice Voucher Program served 3,720 families, a 4 percent increase from Fiscal Year 2018; registered 1,446 landlords and converted 1,283 landlords or their agents to electronic funds transfer to reduce costs and streamline payments; served 127 veterans with Veteran Affairs Supportive Housing vouchers; and the Family Self-Sufficiency Program enrolled 115 families and graduated nine families who received \$99,671 in escrow savings;
- The Down Payment Loan Program processed 22 loans providing \$880,000 to new homebuyers, and the Rehabilitation Loan Program processed one loan for \$396,867;
- The Housing First program continued to provide permanent supportive housing to 315 households experiencing homelessness through three primary service providers, with an overall housing retention rate of 80 percent since 2014;
- CBDD managed, contracted and leased 61 special-needs facilities, including low- to moderate-income family and elderly apartments, shelter facilities for persons experiencing homelessness, and group homes for domestic violence victims, runaway or troubled youth, teen moms and their children, and individuals with mental or developmental disabilities;
- CBDD funded innovative programs for persons experiencing homelessness, including a mobile hygiene trailer program launched in fall 2018 and the Punawai Rest Stop in Iwilei that opened in January 2019 offering a laundromat, restrooms, showers, mail service and case management, with a health clinic, 21 permanent supportive housing units, and 21 supportive housing units set to open in 2020;
- EAD logged 27,539 contacts that resulted in senior citizens receiving services to help them age in their homes and communities; the contacts included 11,523 incoming calls, 10,528 outgoing calls, 3,944 home visits, 1,003 fax referrals, 445 emails, and 96 other contacts;
- EAD logged 883 calls regarding the Kupuna Caregiver Program, a project designed to help working caregivers remain in the workforce; conducted 170 assessments, resulting in 97 people being authorized to receive adult day care services; and 77 percent of caregivers indicated that their overall stress burden had been reduced as a result of the program;
- WH provided 11,139 units of services to qualified individuals that prepared them for employment, college, advanced occupational training, or attainment of a diploma or a diploma equivalent; provided information and services to 915 employers to help address their workforce development needs; provided housing subsidies, intensive case management, and financial literacy training to 31 working families experiencing homelessness; and housed six kupuna, living on fixed incomes and requiring follow-up medical care or services, thereby helping them to avoid experiencing homelessness;
- WH educated 685 individuals on strategies to prevent youth from drinking alcohol and using other drugs to reduce underage drinking and substance abuse;
- The Office of Grants Management managed 113 grants that fund services through nonprofit agencies to meet community needs, and issued 71 new grants totaling \$7.6 million through the city's GIA fund.



## DEPARTMENT OF THE CORPORATION COUNSEL

**Donna Y.L. Leong**, Corporation Counsel

**Paul S. Aoki**, First Deputy Corporation Counsel (July 2018 – January 2019)

Acting Corporation Counsel (January 2019 – present)

**Amy R. Kondo**, Acting First Deputy Corporation Counsel (January 2019 – present)

### POWERS, DUTIES AND FUNCTIONS

The Department of the Corporation Counsel (COR) serves as the chief legal adviser and legal representative of all city agencies, the City Council, and all officers and employees of the city in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services required by the Revised Charter of the City and County of Honolulu or other laws. Under the charter, the Ethics Commission is attached to COR for administrative purposes only.

#### Counseling and Drafting Division

The Counseling and Drafting Division (C&D) comprises four sections: Finance, Infrastructure and Community Services, Real Estate and Land Use, and Personnel and Public Safety.

C&D provides legal advice to the Mayor, the city departments and agencies, the City Council and its committees, and the city boards and commissions. In this advisory capacity, C&D renders oral and written opinions; drafts and reviews bills and resolutions for submission to, or being considered by, the City Council or the state legislature; advances and presents testimony on the city's position on legal issues presented in state legislation; reviews and approves as to form and legality legal documents to which the city is a signatory; attends meetings of the City Council, the council committees, and the city boards and commissions; and provides legal representation on behalf of the city in state and city administrative proceedings and in selected court proceedings, such as real property tax appeals, eminent domain proceedings, quiet title proceedings, partitions of land court property, administrative appeals, foreclosures, bankruptcy actions, interpleader actions for the return of seized property, certain specialized litigation and other matters as may be assigned.

#### Litigation Division

The Litigation Division (LIT) provides certain legal representation of the city, and its officers and employees acting within the course and scope of their official duties, in state and federal courts in the state of Hawaii, including the trial and appellate courts. LIT processes and, if necessary, litigates certain claims by or against the city and such officers and employees, including tort, contract, civil rights, employment and collection claims. LIT prosecutes liquor law violations before the Liquor Commission, and advises and represents the Honolulu Police Department with regard to subpoenas duces tecum.

### Honolulu Ethics Commission<sup>1</sup>

The mission of the Ethics Commission is to ensure that city officers and employees understand and follow the standards of conduct governing their work for the public. The Commission's main focus is to deter conflicts of interest and the misuse of government resources or positions by city personnel. The Commission implements its objectives through a balance of training programs, advisory opinions, enforcement actions and legislation.

The seven Commission members are appointed by the Mayor and confirmed by the City Council. Commissioners serve staggered five-year terms.

### ACCOMPLISHMENTS

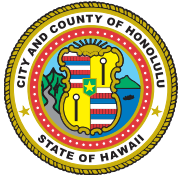
- Obtained a jury trial verdict in favor of three Honolulu Police Department officers accused of using excessive force when deploying a Taser and pepper spray; and prevailed on a motion to dismiss a related case involving allegations that the city failed to properly train and supervise its police officers;
- Represented the Department of Budget and Fiscal Services (BFS) on an appeal to the Intermediate Court of Appeals (ICA) to clarify the definition of "income" under the County Tax Credit ordinance (ROH Chapter 8, Article 13) where the ICA affirmed BFS's interpretation that Roth IRA distributions are included in the computation of "income" in determining a titleholder's qualification for low-income tax credit;
- Assisted BFS in establishing a claim recovery pilot program for damage to city property caused by motor vehicles which allows BFS and its consultant, with COR approval, to negotiate, adjust, settle, and compromise claims up to \$15,000;
- Obtained an order terminating a 1997 Consent Decree addressing city street and sidewalk accessibility, which found that the city substantially complied with all work and other requirements of five prior stipulated agreements and orders, and consequently helped to develop and implement a comprehensive program addressing accessibility design guidelines and general policies and procedures for future curb ramp installation with public rights-of-way;
- Negotiated a consent decree to resolve allegations against the Department of Environmental Services and Waste Management of Hawaii, Inc., operator of the city's Waimanalo Gulch Sanitary Landfill (WGSL), arising from the discharge of stormwater from WGSL during heavy rainfall in December 2010 and January 2011;

<sup>1</sup> The Ethics Commission is attached to the Department of the Corporation Counsel for administrative purposes only.



- Expanded successfully the Ethics Commission's outreach and education program with new and innovative initiatives, including interactive small group training utilizing a game show format; enhanced presence in city agencies with Elfie the Ethics Elf's holiday greetings and reminders; an updated newsletter format with dynamic shareable content enabling online distribution and engagement; and continued tweets about government ethics news, trends, and tips;
- Enhanced the Commission's data collection by gathering, measuring, and reporting all Commission work to inform strategic planning decisions on adequate budget and staffing; education, outreach, prosecutorial, and hearings functions; and legislation and rule-making to clarify and improve city ethics laws, including financial disclosures, lobbyists, and conflicts of interest.

<b>ETHICS COMMISSION<sup>1</sup></b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Contacts Received (requests for advice, concerns, misc. inquiries)	344	268	613	481
Contacts Answered (requests for advice, concerns, misc. inquiries)	219	182	601	458
Ethics Concerns Received	111	86	58	108
Employees Trained	5,172	809	9,686	843
Board, Commission Members Trained	0	0	176	0
Disclosures Received (financial, conflict of interest, outside interest, candidate, nomination, other)	746	774	841	878
Ethics Commission Meetings	16	14	11	8
Informal/Formal Advisory Opinions Issued	1	3	1	109 / 5
Lobbyist Registrations, Annual Reports Received	213	268	323	378



## DEPARTMENT OF CUSTOMER SERVICES

Sheri T. Kajiwaru, Director  
Randy M. Leong, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle, Licensing and Permits (MVLP); Satellite City Hall (SCH); and Public Communications. In addition to administering all of Oahu's motor vehicle registration and titling, driver licensing and State ID programs, the department also processes payments and sales for numerous city services, issues business licenses, provides printing services, manages and archives city records, helps coordinate various city events and communicates public information.

The department also administers the city's vehicle towing contracts, and manages the Private Transportation Company program, as well as the animal care and control contracts, including animal pound services, the affordable spay and neuter certificate program, and some feral animal matters.

#### Motor Vehicle, Licensing and Permits Division

The MVLP Division works collaboratively with the SCH Division in registering motor vehicles, trailers, bicycles, mopeds and animals. MVLP also issues driver and business licenses, and civil identification cards (State ID); administers the abandoned and derelict vehicle programs; administers and enforces the motor vehicle inspection program; administers the reconstructed vehicle program; manages the Private Transportation Company program; implements and administers the general newsstand and Waikiki Special District publication dispensing rack programs; administers the disabled parking placard and identification card program for the City and County of Honolulu; and implements the Motor Vehicle Safety Responsibility Act.

#### Satellite City Hall Division

The SCH offices primarily process motor vehicle registration and titling transactions, moped registration, and offer an array of other services to the public, including the collection of water bill and real property tax payments; the sale of monthly bus passes and spay/neuter low-cost certificates; and the issuance of dog and bicycle licenses. Permits issued by SCH include those for disabled parking, picnics, loading zones, bus stop parking, and fireworks. The offices also issue voter registration and certification forms, and provide information about various city and county programs.

#### Public Communications Division

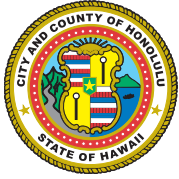
The Public Communications Division oversees departmental operations related to the communication and coordination of information about city programs, services, policies and accomplishments to residents, employees and all other stakeholders, including the media and city vendors.

The division provides onsite and in-house print, layout, and graphic design services; maintains the city's extensive collection of traditional and electronic publications; and manages the long-term storage of city records.

### ACCOMPLISHMENTS

- Launched promotional campaign to remind residents that if they choose to use their driver licenses or state identification cards for air travel, the federal government requires the credential to bear the star in a gold circle marking by Oct. 1, 2020;
- Allowed Oahu residents to make an appointment to renew a driver license or state identification card up to six months in advance; in Fiscal Year 2019, renewed 126,500 driver licenses and 28,893 state identification cards;
- Started offering residents the option to renew their motor vehicle registration in as little as two minutes at any of five self-service kiosks conveniently located at Safeway supermarkets; in FY 2019, renewed 666,396 vehicle registrations;
- Renewed efforts to encourage residents to use the city's free vehicle junking service; efforts were aimed at reducing the number of vehicles abandoned on city streets that soon become heavily vandalized eyesores; in FY 2019, removed 3,743 unwanted vehicles from city streets, and of that total, 1,087 were surrendered to the free junking program;
- Opened a Commercial Driver Licensing Office at a newly-renovated 4,000-square-foot space inside a state building in Pearl City, after operating since 1996 from a small office in Halawa, across from Aloha Stadium;
- Offered special hours and additional capability to help more than 4,500 residents meet the growing demand, especially during summer months, to renew a driver license or state identification card; an estimated 1,471 residents benefited from Saturday hours in June at four driver licensing centers; also, 3,096 others took advantage of early-morning summer hours in June and July; in addition, motorists in May 2019 started renewing and replacing their regular driver licenses by appointment only at the Commercial Driver Licensing Office;
- Enhanced animal control services by amending city's contract with Hawaiian Humane Society to keep in check the population of feral cats that roam alleys, empty lots and other hidden corners of Oahu; the amended contract called for a more coordinated, strategic and measured approach to addressing over a 12-month period a public-nuisance issue raised by more than 3,500 stray cats;

- Logged 26,980 interactions with customers, resulting in 10,825 queries and concerns about city services via telephone, online problem reports, the Honolulu 311 smartphone app, email or mailed correspondence, or in-person at the Public Information Center;
- Handled nearly 1,000 media inquiries, social-media posts and requests for congratulatory and commemorative certificates, messages, proclamations and photographs.



## DEPARTMENT OF DESIGN AND CONSTRUCTION

Robert J. Kroning, P.E., Director  
Mark K. Yonamine, P.E., Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Design and Construction (DDC) is the central agency responsible for the design and construction management of the city's Capital Improvement Program (CIP). DDC administers the development and implementation of capital improvements for city agencies working in conjunction with city operating departments. DDC projects include development of infrastructure and facilities for wastewater, roads and drainage, parks, fire, police, emergency services, customer services, finance, and planning and permitting. Additionally, DDC performs land survey and land acquisition in support of city agencies.

DDC is efficiently organized to deliver services required to support all city departments and agencies. Each division is structured to include the design and construction management services necessary to implement solutions to client needs.

Each division works with city agencies to identify and program long-term needs and create the annual CIP budget. As projects are budgeted, the design and construction divisions prepare the construction documentation needed to fulfill the client program requirements to bid and contract the facilities for construction.

#### Civil Division

The Civil Division designs and constructs CIP-funded projects related to infrastructure of facilities within public rights-of-way, including streets and highways, drainage and flood control systems, bridges and other public works structures. Responsibilities include engineering studies, alternative analyses, preparation of environmental documents, land acquisition requests, and permit application processing; preparation of Plans, Specifications and Estimates for construction; and administration of consultant and construction contracts. In addition, the Civil Division oversees the soil/materials testing laboratory.

#### Facilities Division

The Facilities Division implements CIP projects for other city agencies to upgrade or improve city recreational facilities; refurbish or build major municipal and civic buildings, police stations, fire stations, ambulance units and city corporation yards; build new park facilities, and rehabilitate and upgrade existing ones; maintain city facilities requiring renovations, alterations, relocations and emergency repair; and manage overall space planning, moving and relocation for all city agencies.

#### Mechanical/Electrical Division

The Mechanical/Electrical Division (MED) designs and manages construction of roadway lighting projects; electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades; and assists with the development of long-range planning of energy conservation projects by other city agencies and their respective facilities. In addition, MED manages, coordinates, and designs the mechanical and electrical improvement projects in the areas of plumbing, fire sprinklers, air conditioning, underground fuel storage tanks, energy conservation, photovoltaic systems, indoor electrical, lighting, fire alarm and public address systems.

#### Land Division

The Land Division provides land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility and access rights of way; sites for wastewater collection and treatment facilities; sites for solid waste collection, disposal and transfer activities; and sites required for public uses such as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

### ACCOMPLISHMENTS

- Completed flood damage repairs at Hahaione Stream, Kului Gulch and Wailupe Stream;
- Completed improvements to the Honolulu Zoo Savanna barn roofs at a cost of \$300,000;
- Completed improvements to the Ala Moana Regional Park Magic Island Irrigation System at a cost of \$1.2 million;
- Completed improvements to play apparatus in various parks at a cost of \$1 million;
- Completed construction of the new Central Oahu Ambulance Facility at a cost of \$3.1 million;
- Completed the replacement of more than 50,000 legacy street lights under the Islandwide LED Street Light Conversion project;
- Completed the installation of the first electric bus-charging system at the Kalihi-Palama Bus Facility.



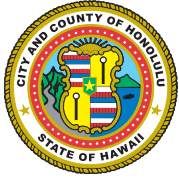
Completed the installation of the new ballfield lighting system at Kahuku District Park.



Completed construction of the new Hauula Fire Station at a cost of \$8.2 million.



Completed construction of phase three of the Kapolei Consolidated Corporation Yard at a cost of \$16 million.



## DEPARTMENT OF EMERGENCY MANAGEMENT

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**Melvin N. Kaku**, Director (July 2018 – September 2018)

**Hirokazu Toiya**, Deputy Director (July 2018 – January 2019)

Director (February 2019 – present)

### POWERS, DUTIES AND FUNCTIONS

The Department of Emergency Management (DEM) is established by Section 127A-5, Hawaii Revised Statutes, and Section 6-103, Revised Charter of the City and County of Honolulu. The department is responsible for the following key areas: developing emergency management plans to protect and promote the public health, safety and welfare of the people of the city; implementing public awareness, preparedness and educational programs to enhance community-level resiliency; and sustaining the city's Emergency Operations Center (EOC) capability by facilitating situational awareness, planning, and strategic management utilizing a risk-based all-hazard approach for both natural and human-caused hazards.

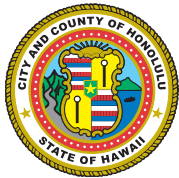
- DEM was awarded U.S. Department of Homeland Security grants in the amounts of \$788,000 for State Homeland Security Program, \$1.5 million in Urban Area Security Initiative, and \$450,000 in Emergency Management Performance Grant; these grants enhance the city's capabilities to address both natural and human-caused hazards;
- Sponsored 19 Community Emergency Response Team training courses, with 319 individuals graduating from this free 22-hour training course, in our continuing effort to increase individual and community preparedness and resilience.

### ACCOMPLISHMENTS

- Conducted the largest hurricane shelter operation since Hurricane Iniki in 1992, coordinating with various city agencies, the American Red Cross and the Hawaii Department of Education to open and operate 20 evacuation shelters for Hurricane Lane in August 2018, and 10 evacuation shelters for Tropical Storm Olivia in September 2018;
- Trained 248 city employees in hurricane evacuation shelter operations, building on the efforts from previous years and in collaboration with the American Red Cross;
- Trained 129 City and County of Honolulu employees in "Employee and Family Disaster Preparedness" to enhance preparedness of city employees at home so that they can continue to serve the public during emergencies;
- Coordinated the city's participation in the annual statewide Makani Pahili hurricane exercise with a specific focus on post-disaster debris management; DEM subsequently continued discussions between city departments and partner agencies to address debris management issues and provide support to the Department of Environmental Services as it updates debris management plans;
- Installed, in collaboration with Hawaii Emergency Management Agency, 16 outdoor warning sirens on Oahu as part of the ongoing statewide Siren Modernization Project, and of the 16 systems installed, 10 were new siren installations and six were replacements;



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# HONOLULU EMERGENCY SERVICES DEPARTMENT

James Howe, Director  
Ian T.T. Santee, Deputy Director

## POWERS, DUTIES AND FUNCTIONS

The Honolulu Emergency Services Department (HESD) comprises of the Emergency Medical Services Division (EMS), Ocean Safety and Lifeguard Services Division (OSD), and the Health Services Branch. The department is responsible for the efficient, effective and economical operation of pre-hospital emergency medical care and advanced life support emergency ambulance service on Oahu; a comprehensive ocean safety program, to include lifeguard services such as patrol and rescue operations, and emergency response to medical cases on the beach and near-shore waters; and injury prevention, public education, and disaster planning activities in coordination with other local, state, federal and private organizations. The department also provides physical and medical evaluations for personnel as required for their positions, maintenance of licensure, or physical fitness standards.

### Emergency Medical Services Division

The state Department of Health contracts with the city to provide emergency medical services on Oahu. All 21 EMS Paramedic units are Advanced Life Support ambulances with two crew members, including at least one paramedic. Division paramedics are trained and licensed to practice medicine in the state of Hawaii under the medical supervision of physicians and according to standing medical orders. The EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies and Vehicle Maintenance.

HESD provides training for outside emergency providers, including: continuing medical education; clinical training partnership with Kapiolani Community College; clinical training for the Honolulu Fire Department (HFD) and Honolulu Police Department (HPD); Mobile Emergency Care Specialist (MECS) Training Program; and driver's training for MECS and Emergency Medical Technicians. The EMS Division works cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with HFD and OSD. Military response agencies also work cooperatively with EMS.

### Ocean Safety and Lifeguard Services Division

OSD operates a comprehensive program along the 198 miles of Oahu's coastline. Lifesaving services performed by city lifeguards include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward 24 million beachgoers on Oahu every year.

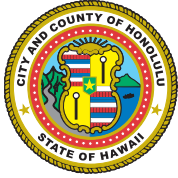
## Health Services Branch

Health Services performs pre-employment screening and physical examinations for prospective city employees. State Department of Transportation medical certification is provided to the city's commercial drivers and operators of crane and hoist equipment. Fitness for Duty and Return to Work evaluations are special examinations performed when it is necessary to determine an employee's ability to safely perform the essential functions of the employee's current position. Staff administers vaccinations to city employees and tests for a variety of diseases; processes personnel requiring medical evaluations; provides answers to physical and mental health concerns; and provides counseling to assist employees having difficulty attaining medical clearance. Health Services' laboratory is responsible for medical examinations. The DUI program provides assistance to HPD and prosecutors by providing blood draws and analysis for suspects arrested for DUI. The laboratory provides a variety of health tests, screenings and immunizations.

## ACCOMPLISHMENTS

- Performed more than 2.4 million preventative actions taken by Honolulu Ocean Safety, rescued 2,148 beachgoers, administered first aid to more than 104,000 people, and treated 1,020 injured persons who required assistance from Emergency Medical Services;
- Partnered with federal, state, and fellow city agencies to ensure a safe July 4th, 2018, holiday with no reported injuries on Oahu, which was due, in large part, to aggressive and successful public outreach by Ocean Safety and a spirited media campaign to highlight the dangers of intoxication in the ocean; Ocean Safety established an incident command post at Kapiolani Beach Park in front of the Honolulu Zoo, where beach lifeguards, supervisors, and rescue watercraft operators convened to address large crowds in Waikiki and Ala Moana; and the U.S. Coast Guard, Hawaii State Department of Land and Natural Resources, and Honolulu Police Department praised the successful and comprehensive "Float Plan";
- Piloted a new alternate work schedule at Hanauma Bay involving a core group of 24 Ocean Safety employees; the new Hanauma Bay District staffed four lifeguard towers from dawn to dusk, which allows for better accounting for the management of special city funds raised by attendance fees; and major incidents reported by Hanauma Bay District lifeguards have been dramatically reduced since the program was implemented;

- Replaced six of 42 lifeguard towers as part of a 10-year replacement plan for all Oahu lifeguard towers;
- Acquired Ocean Safety's first-ever facility, the old Ewa Beach Fire Station;
- Supported several key legislative initiatives that will have positive impacts on EMS; specifically, these initiatives are related to easing the extreme volume of EMS runs and expanding options to manage chronic system users more effectively;
- Obtained approval of the EMS & Injury Prevention Branch in amending the contract between the state and city to include the 21st full-time ambulance unit located in the Salt Lake area authorized by the legislature in 2018; EMS has initiated a reorganization to create the permanent positions associated with this unit, and also obtained the approval and funding to expand from three to four districts, thus adding a Field Operations Supervisor on each shift; and the reorganization process for this addition has been initiated with the target goal for completion of Jan. 1, 2020;
- Accelerated the progress of our newly established Training and Education section to compensate for the sudden and unexpected withdrawal of Kapiolani Community College (KCC) from providing EMS with continuing medical education; the EMS training section was able to provide multiple classes of continuing education required by field providers to maintain their licenses after KCC was forced to cancel a series of courses due to funding;
- Answered more than 120,000 emergency 911 calls and provided pre-arrival instructions; and EMS paramedics and emergency medical technicians responded to 95,955 calls for emergency medical care and transported 56,600 patients to emergency rooms.



## DEPARTMENT OF ENTERPRISE SERVICES

Guy H. Kaulukukui, Director  
Tracy S. Kubota, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, the Tom Moffatt Waikiki Shell, the Honolulu Zoo and six municipal golf courses. DES also coordinates the preparation, administration and enforcement of City and County of Honolulu concession contracts. DES is the only city department with an operating budget primarily funded by revenues generated from public events and activities.

DES Administration directs and coordinates programs and operations of its four divisions and manages the concession contracts. DES Administration also provides staff and clerical support services in personnel, budget and organizational management for the entire department.

#### Concessions Management

Concessions Management is led by the concessions contracts specialist whose function is to plan, develop and implement the concessions contract program. The program involves the proposal, evaluation, development and administration of commercial concessions contracts that provide a variety of services on city property. Concessions maintains strict enforcement of all concessions-related activities to ensure compliance with contract terms and conditions.

#### Building Services Division

The Building Services Division comprises two sections: Trades and Maintenance. The division provides department-wide support to the Blaisdell Center, Tom Moffatt Waikiki Shell, Honolulu Zoo, Thomas Square, six municipal golf courses and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing, painting, sound, stage lighting and small engine repair technicians. The Maintenance section provides groundskeeping, event set-up, custodial services, and maintenance and repairs for the Blaisdell Center and the Tom Moffatt Waikiki Shell, and is responsible for general maintenance support for other facilities managed by DES.

#### Customer Services Division

The Customer Services Division manages the business, tenant and guest services of the Blaisdell Center and the Tom Moffatt Waikiki Shell. It encourages extensive and varied entertainment choices and community events for our guests while maximizing revenues to support operations at these venues.

Customer Services consists of three sections: Sales and Marketing, Productions, and the Box Office. Sales and Marketing is responsible for contracting bookings and preparing work orders for all events. Productions is responsible for overseeing the various events, working

with event management teams from around the world, and providing residents and visitors with top-level performances in a comfortable and safe environment. Productions staff also manages the day-to-day operations of the event staff, food and beverage, parking, valet service and novelty merchandise concessions. The Box Office oversees computerized ticketing services, creates the ticketing maps in conjunction with promoters, and manages the sale of all admission tickets to events.

#### Golf Course Division

The Golf Course Division operates and maintains five 18-hole courses (Ala Wai, Pali, Ted Makalena, West Loch and Ewa Villages) and one nine-hole golf course (Kahuku). Golf tournaments, club play and daily reservations are scheduled via the automated tee time system. Golf courses are constantly evaluated for quality of playing conditions and facilities, along with concessions performance for food operations, pro shops and a driving range.

The automated tee time system provides fair and equitable access to all golfers. More than 125,000 registered golfers are enrolled in the database. Registration and photo identification cards are issued biweekly at the Ala Wai, Pali and Ted Makalena golf courses.

#### Honolulu Zoo Division

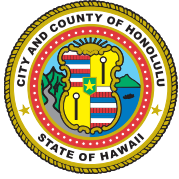
The Honolulu Zoo is a beautifully landscaped 42-acre zoological and botanical garden located within Queen Kapiolani Regional Park, just steps away from Waikiki Beach. The zoo provides opportunities for residents and visitors to enjoy and learn about tropical fauna and flora, with an emphasis on Pacific tropical island ecosystems and traditional values of malama (caring) and hookipa (hospitality).

### ACCOMPLISHMENTS

- Hosted at the Blaisdell Center facilities a combined total of 736 performances and welcomed 696,130 guests, with the Exhibition Hall being the busiest facility at more than 261,000 guests, while more than 8,500 guests attended outdoor events at venues such as the iconic Waikiki Shell, which was renamed the Tom Moffatt Waikiki Shell in September 2018, in memory of Hawaii's premier concert promoter for more than five decades;
- Featured major concerts and events at the Blaisdell Center, including the first Netflix comedy special filmed in the arena for local favorite Jo Koy, superstar Lionel Richie, country star Thomas Rhett, rock band Def Leppard, Paw Patrol Live!, Made in Hawaii Festival, The Great Aloha Run, as well as 21 graduations, career and job fairs, sports and cultural events, and

season performances of local performing arts groups such as Hawaii Opera Theatre, Hawaii Symphony Orchestra, Ballet Hawaii, and Hawaii Youth;

- Awarded concession contracts for Kapiolani Beach Park food concession, Blaisdell Center and Tom Moffatt Waikiki Shell novelties concessions, Hanauma Bay Gift Shop concession, and ATM services at the Blaisdell Center, Hanauma Bay, and Honolulu Zoo;
- Completed the fourth phase of the cart path reconstruction project at Ted Makalena Golf Course, which involved replacing existing asphalt cart paths with concrete cart paths for holes 12, 13, partial 14, partial 17, and 18;
- Welcomed new golf tournaments for Chaminade University Athletics Department and St. Theresa School to the Ala Wai Golf Course, bringing the total number of annual tournaments at Honolulu's municipal golf courses to 10, which includes the Hawaii State Golf Association's Mayor's Cup, Ted Makalena Four-Ball Tournament, and the Francis Brown Four-Ball Match Play Tournament;
- Completed construction and upgrades to exhibits in the Honolulu Zoo, including a new viewing area for the sun bear exhibit, a renovated Keiki Zoo Barn, a renovated wart hog exhibit and sleeping quarters, and new zoo perimeter fencing and exhibit guardrails;
- Received at the zoo two new ring-tailed lemurs, a porcupine, a red-footed booby bird, two hamerkops, and stick insects, and recorded a live sloth birth, reared and released into the wild rare native tree snails, and shipped out two African wild dogs;
- Held in partnership with the Honolulu Zoo Society such events as the Keiki Zoo Barn Opening/Blessing; Boo in the Zoo, Christmas with the Animals, Fire Prevention Week Kickoff, Summer Camp, Wildest Show Summer Concerts, Twilight Tours, and the inaugural Red, White and Zoo Day.



## DEPARTMENT OF ENVIRONMENTAL SERVICES

Lori M.K. Kahikina, P.E., Director  
Timothy A. Houghton, Deputy Director  
Ross S. Tanimoto, P.E., Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Environmental Services (ENV) is responsible for the city's wastewater and solid waste disposal services. ENV operates and maintains sewer lines, treatment plants, wastewater pump stations and landfills, and provides refuse/recycling collection and disposal.

The mission of ENV is to protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

#### Administrative Support

The director and staff oversee ENV's divisions and are responsible for managing Capital Improvement Projects (CIP), wastewater bonds, research, expansion, labor relations and safety, personnel and training, program and computer support, customer service and investigations.

#### Division of Refuse Collection and Disposal

The division provides collection, disposal and management of municipal solid waste, including recycling, municipal landfills and Honolulu Program of Waste Energy Recovery, or H-POWER, the city's waste-to-energy plant.

#### Division of Wastewater Treatment and Disposal

The division operates nine wastewater treatment plants (WWTP) and four pretreatment facilities on the island of Oahu. The municipal facilities treat approximately 110 million gallons of wastewater daily.

#### Division of Collection System Maintenance (CSM)

The division operates and maintains 2,100 miles of the gravity sewer system, 71 pump stations and related force mains around the island.

#### Division of Environmental Quality

The division oversees pretreatment, air, wastewater and receiving water quality permit requirements, and monitors and provides analyses in compliance with state and federal regulations. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the wastewater system.

#### Wastewater Engineering & Construction Division

The Wastewater Division plans, designs and constructs CIP-funded wastewater related facilities, including repair and upgrade to the collection and conveyance systems and wastewater treatment facilities. The division is responsible for

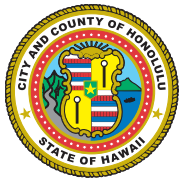
project planning, including engineering studies, preparation of environmental impact statements and environmental assessments, land acquisition requests, permit processing, preparation of project design and administering project construction contracts.

### ACCOMPLISHMENTS

- Generated attention for eight wastewater treatment plants, which received National Association of Clean Water Agencies honors for compliance with permits;
- Earned recognition for the Kaneohe-Kailua Sewer Tunnel project, which garnered the following honors: General Contractors Association Hawaii Honor and Grand Award; New Civil Engineer publication 2017 Tunneling Project of the Year (over \$150 million category); American Council of Engineering Companies of Hawaii Grand Conceptor Award and Honor Award;
- Completed construction on the Kailua Regional WWTP Tunnel Influent Pump Station and Mini-Kailua Influent Pump Station, and converted the Kaneohe Wastewater Pre-treatment Facility into a gravity tunnel;
- Upgraded Laie Water Reclamation Facility Supervisory Control and Data Acquisition system;
- Built a new satellite facility for CSM at Kailua Regional WWTP.



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## DEPARTMENT OF FACILITY MAINTENANCE

Ross S. Sasamura, P.E., Director and Chief Engineer  
Eduardo P. Manglallan, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Facility Maintenance (DFM) administers repair and maintenance programs for city roads, bridges, streams, flood control systems, traffic striping and signs, public buildings and their adjoining parking facilities, bus stop litter containers, pedestrian malls and office facilities. The department also administers maintenance and repair programs for many city vehicles and heavy equipment, and is responsible for mechanical, electrical and electronic equipment and facilities for parks, street lights and communication centers. Additionally, the DFM provides property management, employee parking services, security, interdepartmental mail services, and provides heavy vehicle and equipment training support to city agencies. The department also enforces the city's sidewalk nuisance and stored property ordinances, referred to as SNO/SPO.

The Office of the Director and Chief Engineer (CEO) directs and oversees programs and administrative services. The CEO includes the Storm Water Quality Branch that oversees storm water quality and provides inspections, outreach, monitoring, analyses and compliance with state and federal regulatory agencies. Effective July 1, 2018, the DFM Property Management Branch was dissolved and responsibilities were transferred to the newly created Department of Land Management, in accordance with Charter Amendment 8 that passed in 2016.

#### Division of Automotive Equipment Service

The Division of Automotive Equipment Service (AES) plans, directs, coordinates and administers all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle and construction equipment fleets of city departments and agencies except the Honolulu Fire Department, Honolulu Police Department, Board of Water Supply, Honolulu Authority for Rapid Transportation, and TheBus. It also prepares plans and specifications for the purchase of new vehicles and equipment. The division has 2,529 vehicles/equipment under its jurisdiction: 2,004 on-road/highway vehicles, 332 off-road/non-highway equipment, and 193 miscellaneous equipment such as trailers, forklifts, compressors and generators.

The division is organized into four main areas: Administration, Storekeeping, Service and Lubrication, and Repair and Maintenance.

#### Division of Public Building and Electrical Maintenance

The Division of Public Building and Electrical Maintenance (PBEM) repairs, maintains and renovates public buildings and appurtenance structures, including street, park, mall, outdoor and other city lighting and

electrical facilities, as well as communication facilities on Oahu that are under the jurisdiction of the department. The division provides daily custodial and utility services for a number of these facilities. PBEM also manages city employee parking, motor pool and security services at various city facilities.

The division is organized into three branches and one operations section: Repair and Maintenance, Traffic Electrical Maintenance Services, Custodial and Utility Services, and Security and Employee Parking Operations.

#### Division of Road Maintenance

The Division of Road Maintenance (DRM) maintains city streets and municipal parking lots under the jurisdiction of the City and County of Honolulu, and provides maintenance to private roads in accordance with city ordinances. DRM also maintains city streams and other drainage facilities throughout the island of Oahu and enforces the maintenance of privately owned streams. The division is responsible for the enforcement of SNO/SPO to address illegally stored items on city property and properties where Memorandums of Understanding/Agreement are in place that allow the city to perform enforcement actions. DRM provides assistance to the Department of Environmental Services, Division of Refuse Collection and Disposal, in supervising refuse collection operations in the Laie, Waialua and Wahiawa districts. DRM also performs emergency work to address roadway and roadside debris from weather-related events and natural disasters. In addition, DRM assists other city agencies in special situations and emergencies where heavy equipment or labor resources are needed.

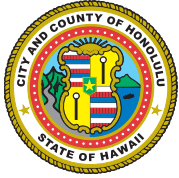
The division operates from 11 corporation yards or baseyards. Four baseyards serve the Honolulu district, which includes Honolulu, Sand Island, Auahi Street, and College Walk, while seven baseyards located in Kailua, Kaneohe, Pearl City, Laie, Waialua, Wahiawa and Waianae serve the rural districts.

### ACCOMPLISHMENTS

- Completed 11,326 work orders with a total job count of 38,825 through the Division of Automotive Equipment Service;
- Processed 16,553 parts requests through the Division of Automotive Equipment Service;
- Continued implementation of Indefinite Delivery/Indefinite Quantity Projects for reconstruction of 118,068 square feet of concrete sidewalks/driveways that included Hawaii Kai, Aina Haina, Waialae, Waikiki, Manoa, McCully, Makiki, Nuuanu, Downtown, Moanalua, Aiea, Pearl City, Mililani and Windward

Oahu; and the project also included reconstruction of curb and gutters, arboricultural work and adjustment of utility boxes, frames and covers;

- Continued implementation of Indefinite Delivery/ Indefinite Quantity Project for Pavement Preservation of Streets, performing 52 linear miles of crack seal work, 3 lane miles of seal coat, and 21 lane miles of slurry seal application on city maintained roads in Aiea and Pearl City;
- Implemented Phase 2 of the Measurement of Pavement Condition Data of City-Maintained Roads project with the surveying of 500 lane miles of city roads in Central Oahu and Windward Oahu;
- Completed 15.6 lane miles of in-house resurfacing on roads, including Kamehameha Highway in Kaneohe, Monsarrat Avenue and Diamond Head Road, Saratoga Road, Farrington Street, King Street, Kapiolani Boulevard and Kionaole Road;
- Responded to 335 complaints of illicit discharges and illegal connections that resulted in the issuance or processing of 40 Letters of Warning, 148 Notices of Violation and seven Notices of Order; performed more than 400 inspections of assorted industrial and commercial businesses; conducted more than 4,000 third-party construction inspections throughout the island; and conducted 181 site visits to inspect private facilities for their post-construction Best Management Practices;
- Coordinated and participated in more than 118 islandwide cleanup and outreach events in support of the department's volunteer programs, including Adopt-A-Block, Adopt-A-Stream and Storm Drain Marking, plus expos, workshops, exhibits and special events that reached out to more than 16,700 people, and included efforts by more than 1,600 volunteers.



# HONOLULU FIRE DEPARTMENT

Manuel P. Neves, Fire Chief

Lionel E. Camara Jr., Deputy Fire Chief

## POWERS, DUTIES AND FUNCTIONS

The Revised Charter of the City and County of Honolulu designates the Honolulu Fire Department (HFD) as the fire protection agency for the city. The HFD's responsibilities are to provide firefighting, rescue, emergency medical and hazardous materials response for the entire island of Oahu. These duties are performed in a variety of terrains including steep mountain ranges, wildlands and agricultural fields; structures that comprise a modern metropolitan city including industrial complexes, business centers, government complexes, high-rise resorts, condominiums and high-density urban residential dwellings; and the ocean surrounding the island.

### Administrative Services Bureau

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical and maintenance support to the fire suppression force. The Assistant Chief is assisted by a staff consisting of two Battalion Chiefs, four Fire Captains, an Administrative Services Officer, and a pool of support staff. The ASB oversees the HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the Drug and Alcohol and Infectious Disease programs.

The HFD's Capital Improvement Program (CIP) and Community Development Block Grant (CDBG) funds are also under the purview of this bureau.

### Fire Operations

Fire Operations is responsible for emergency responses including fires, medical emergencies, mountain and ocean rescues, hazardous materials and homeland security incidents. In addition, Fire Operations conducts commercial occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills and exercises; keeps abreast of trends in firefighting techniques, emergency medical services, fire prevention, public education and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities and grounds.

### Planning and Development

Planning and Development (P&D) prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Standards of Cover and other risk identification and mitigation strategies; reviews, researches and monitors emerging legislation, regulations, trends, events and

past department performance to establish goals and objectives necessary to fulfill the department's mission; coordinates the grant management process, which includes applications, budgets, procurements and reports; and manages the department's web portal and internet sites.

P&D also researches and develops new programs, and evaluates existing programs and services to improve the department's efficiency and effectiveness. These programs include interoperable voice and data communications, records management system upgrades, and a geographical information system.

### Support Services

Support Services manages and coordinates the operations of the Fire Prevention Bureau (FPB) and the Training and Research Bureau (TRB), each of which is managed by a Battalion Chief.

The FPB's mission is to promote fire and life safety programs that assist the HFD in accomplishing its mission of mitigating loss of life, property and damage to the environment. The FPB accomplishes this mission by conducting fire code compliance inspections; investigating fires to determine origin and cause; providing fire safety education to the community; reviewing and adopting fire codes; and reviewing building construction fire plans. The FPB is staffed with 36 uniformed and three civilian personnel.

The TRB conducts new and continuous training in incident management, firefighting, rescue, apparatus operation, emergency medical response, weapons of mass destruction/terrorism and hazardous materials. The TRB also coordinates CPR training and other safety courses for city employees and the public.

TRB staff continuously researches new technology that impacts the fire service, such as electric and hybrid vehicles, photovoltaic systems, and new weapons of mass destruction monitoring and identification devices.

## ACCOMPLISHMENTS

- Initiated and implemented a mandatory training program to approximately 1,000 fire suppression personnel, focusing on safely responding to an active threat incident, including active shooters, mass-edged weapon attacks, vehicular attacks and improvised explosive devices, and delivered Tactical Emergency Combat Casualty training, which focused on an all-hazards approach to assessing and treating civilian trauma patients in an active threat environment;
- Purchased new equipment and updated high-rise training, which focused on fire ground hydraulics,

standpipe connections, hose-handling techniques, and new equipment familiarization in response to lessons learned from the Marco Polo condominium fire in 2017;

- Reduced HFD vacancies by 31 percent from Fiscal Year 2018, with approximately 91 percent of the department's positions filled;
- Filled fire fighter vacancies more quickly by establishing a new Fire Fighter Recruit II classification for candidates who already possess a minimum of five specified certifications; the Fire Fighter Recruit II training program includes intensive classroom and field training, but is a shorter training period than that of the Fire Fighter Recruit I;
- Used capital improvement program funding to purchase one aerial and two rescue apparatuses;
- Opened on June 21, 2019, the new Hauula Fire Station, which replaced the old facility that was built in 1964 approximately 1.75 miles away in a flood inundation zone, with a new facility that accommodates the department's needs and complies with the U.S. Green Building Council's Leadership in Energy and Environmental Design Silver Certification;
- Procured a new TCOM mobile breathing air compressor, which increases operational capability for filling self-contained breathing apparatus and self-contained underwater breathing apparatus cylinders at remote locations, including emergency incidents; and HFD received an Assistance to Firefighters Grant of \$125,000, which was applied to the compressor's total cost of \$142,669;
- Provided testimony and input at several City Council and stakeholder meetings and participated in panel discussions on Bill 18-96 Relating to Fire Safety that clarifies the process, timelines, and evaluations for Ordinance 18-14, which requires existing high-rise residential buildings to retrofit when necessary to comply with specified fire safety standards, and also promotes fire safety improvements in existing high-rise residential buildings through the amendment of the Fire Code of the City and County of Honolulu, and establishes a fire and life safety evaluation process to help building and unit owners address costs associated with implementing fire safety improvements;
- Published the HFD Strategic Plan 2019-2024, which includes a new vision statement, "The HFD is a recognized leader as we partner with our communities to promote and maintain a culture of safety and service," and guides the department's efforts through the next five years to complete its mission of providing a safer community through prevention, preparedness, and effective emergency response;
- Implemented the RapidSOS application, which assists fire dispatchers in obtaining accurate 911 caller locations and supplements the West Viper 911 call-taking equipment; this application is provided at no cost to public safety agencies to obtain and track the location of callers who utilize their cellular phones to call 911 by validating a caller's location so first responders can arrive at the correct location as quickly as possible.



## HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

**Damien Kim**, Chair; **Terrence Lee**, Vice Chair; **John Henry Felix**, **Glenn Nohara**, **Ember Shinn**, **Hoyt Zia**, **Terri Fujii** (July 2018 – November 2018), and Ex-Officio Members:

**Jade Butay**

**Kamani Kualaaau**

**Wesley Machida**

**Tobias Martyn**

**Kathy Sokugawa**

**Wes Fryzstacki**

**Kalbert Young** (July 2018 – December 2018)

**Michele Brunngraber** (January 2019 – present)

**Andrew S. Robbins**, Executive Director and CEO

### POWERS, DUTIES AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is authorized to develop the high-capacity fixed guideway rapid transit system of the City and County of Honolulu. Among its responsibilities are directing the planning, design and construction of the fixed guideway system; preparing and adopting annual operating and capital budgets; making administrative policies and rules to effectuate its functions and duties; and to promote and assist Transit-oriented Development (TOD) projects near fixed guideway system stations that promote transit ridership.

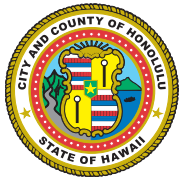
HART is governed by a 14-member board of directors that directs the organization. The administration of the authority is overseen by its Executive Director and CEO.

### ACCOMPLISHMENTS

- Continued to make progress in delivering the rail project, with the Rail Operations Center, 10 miles of guideway in the West Oahu Farrington Highway and Kamehameha Highway Guideway segments complete, the airport segment approximately 50 percent complete, and the nine stations in the western section of the Honolulu Rail Transit Project nearing completion;
- Delivered the final Recovery Plan to the Federal Transit Administration (FTA) following a collaborative effort between the FTA, city administration, and the Honolulu City Council, which, upon acceptance by the FTA, will facilitate the resumption of federal monies pursuant to the Full Funding Grant Agreement;
- After considerable study, deliberation, coordination with stakeholders, and approval from the board of directors, commenced procurement for the Public-Private Partnership (P3) for the City Center Guideway and Stations/Pearl Highlands Garage and Transit Center “Design-Build, Finance, Operate and Maintain” contract in cooperation with the city;
- Received bronze-level designation from the American Public Transportation Association for HART’s “commitment to becoming more sustainable in its operations and practices”;
- Initiated the first step in transitioning to the HOLO Card payment system for riders of TheBus, and future riders of TheHandi-Van and rail, by launching customer website [www.holocard.net](http://www.holocard.net), conducting pilot testing, and distributing cards to seniors;
- Held rail project cost to \$8.299 billion, excluding finance costs;
- Reached agreement with Kiewit Infrastructure West Company for the West Oahu/Farrington Highway (WOFH) and Kamehameha Highway Guideway (KHG), which enabled final acceptance of the Maintenance and Storage Facility contract and substantial completion of the WOFH and KHG contracts, and reached agreement with Ansaldo Honolulu Joint Venture in settlement of construction claims for delay claims;
- Accepted delivery of trains No. 4, 5, and 6;
- Worked with stakeholders on the state and city levels in identifying and coordinating TOD opportunities around the stations, including the Department of Planning and Permitting, the State TOD Stakeholders Advisory Group, and the Hawaii Community Development Authority;
- Continued multi-pronged communications and outreach efforts to keep the public informed and engaged about the rail project, and construction and traffic impacts, with an enhanced focus on the communities in the City Center section of the alignment, and programs such as the Honolulu Train Community Days, Open for Business Initiative, Business Alliance Program, Monthly Business and Community Meetings, Business Briefings, Shop & Dine on the Line, Shop, Dine & Shuttle programs, and the HART Poster Contest.



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## DEPARTMENT OF HUMAN RESOURCES

Carolee C. Kubo, Director  
Noel T. Ono, Assistant Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Human Resources (DHR) is the central personnel agency for the city. Its primary purpose, as reflected in the Revised Charter of the City and County of Honolulu, is to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement and separation of public employees. This department is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants.

The Director of DHR represents the Mayor in the collective bargaining process, and directs and coordinates an employee-management relations program for the city. In this capacity, the department negotiates and administers nine collective bargaining agreements covering city employees.

In addition, DHR carries out programs in the areas of training, safety, workers' compensation, incentives, awards and equal opportunity.

#### Civil Service Commission

The primary function of the Civil Service Commission (CSC) is to prescribe rules to carry out the provisions of the charter, hear appeals, and advise the Mayor and the Director of DHR on issues relating to the management of personnel.

In compliance with Chapter 91 of the Hawaii Revised Statutes, Chapter 11 of the Revised Charter of the City and County of Honolulu, and Chapter 1 of the Rules of the Civil Service Commission, the CSC is mandated to adjudicate all appeals and ensure that fair and objective decisions are rendered for all cases.

The CSC meets regarding cases of non-selection and termination, classification, medical and examination disqualification appeals. The purpose of such meetings is to resolve issues relating to civil service practices.

#### Equal Opportunity Office

The Equal Opportunity (EO) Office oversees the city's compliance with federal, state and city laws on equal employment, affirmative action, sexual harassment, Americans with Disabilities Act (ADA), Title VI of the Civil Rights Act, and establishes policies and procedures to meet program objectives. The office is staffed with an EO Officer, a Title VI Coordinator, an ADA Coordinator, two EO Specialists and several contract investigators, to ensure complaints are properly handled, city employment and services delivered to the public free are of discrimination and harassment. Staff also provides technical resources, assistance and training to executives, managers, administrative officers, and employees.

### Enterprise Resource Planning Branch

The Enterprise Resource Planning (ERP) Branch designs, plans, develops, implements and administers the day-to-day management of the city's Enterprise Resource Planning System (C2HERPS) Human Resources functions, which include the Advantage HRM solution, the Meridian Global Learning Management System, Human Concepts OrgPlus Enterprise organizational charting and modeling system, and Employee Self Service. Staff directs the overall design and development of the system; oversees, coordinates and engages subject matter experts, departmental liaisons and outreach team members; oversees and coordinates resolution for outstanding issues and problems; develops report design specifications and coordinates report testing sessions; develops, evaluates and implements business process improvements; develops, implements and maintains security and workflow requirements and user access; develops training curriculum; and coordinates and conducts end-user training, workshops and outreach meetings. ERP also works with line departments to streamline the workflow process for personnel actions.

### Employment and Personnel Services Division

The Employment and Personnel Services Division provides centralized human resources services in the areas of recruitment, examination, benefits, research, transactions and compliance.

The Benefits, Research and Transactions Branch assists departments with the processing of personnel transactions such as hiring new employees, promotions, retirements and separations. The branch audits and certifies all personnel actions affecting city officers and employees under its jurisdiction, and plans and coordinates the benefits and employee service awards programs. In addition, staff monitors labor and employment-related legislative activity, administers the city's leave sharing program, and provides leadership in the city's efforts to comply with federal, state and local laws and policies in the areas of fair labor standards, drug and alcohol testing, protection of personnel information, and other federal and state employment laws within the division's scope of responsibilities.

The Examination Branch plans, develops and administers a variety of selection and assessment programs; conducts job analyses; develops merit-based examinations; determines eligibility of candidates, which includes eligibility for public employment, education, experience and licensure requirements; and determines personal suitability for civil service positions. Examination staff also advises and provides assistance to departments with the promotional examination process and selection interviews.

The Recruitment Section plans and executes recruitment activities to attract qualified applicants, refers candidates to departments for employment consideration, and advises departments on employment subjects ranging from the onboarding process to complicated personnel movements. Recruitment staff works closely with departments and agencies to assess and identify staffing solutions for “hard-to-fill” jobs and positions such as engineers, data processing systems analysts and skilled trades.

### **Classification and Pay Division**

The Classification and Pay Division (C&P) plans, develops and administers the city’s classification and pay plans; conducts research on classification and pay matters; recommends pricing for new classes; participates in statewide meetings on statutory equal pay pricing requirements; participates in collective bargaining wage negotiations; and develops salary and benefit adjustment recommendations for excluded managerial employees. The division also provides management advisory services to assist departments on personnel implications and problems relating to reorganizations, reassignment of work and creation of new classes.

### **Industrial Safety and Workers’ Compensation Division (ISWC)**

The Safety Branch develops, promotes, coordinates and maintains a safety program for the City and County of Honolulu to comply with the Hawaii Occupational Safety and Health (HIOSH) Law and administrative rules; helps departments develop and implement safety programs; and maintains statistics of lost time due to industrial injuries and vehicle accidents in order to develop accident prevention programs and strategies.

The Workers’ Compensation Branch administers the city’s self-insured workers’ compensation program to comply with the Hawaii Workers’ Compensation Law and administrative rules; manages the city’s retention, rehabilitation and placement, and limited duty programs; and represents city departments and agencies before the Department of Labor and Industrial Relations with respect to workers’ compensation matters.

### **Labor Relations and Training Division**

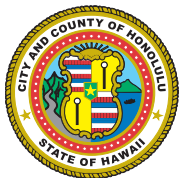
The Labor Relations and Training Division plans, develops and administers the city’s labor relations, personnel development and training programs, and administers collective bargaining agreements.

The Labor Relations Branch administers nine collective bargaining agreements, provides assistance to management on employee-employer relations and contract administration, negotiates collective bargaining agreements, and represents the city in grievance meetings and arbitration proceedings.

The Training Branch provides assistance to management on training matters and plans, develops and implements management, supervisory and personnel development training programs to improve the efficiency and quality of public service provided by employees.

## **ACCOMPLISHMENTS**

- Added three new policies to the Personnel Manual, effective Oct. 30, 2018, addressing nondiscrimination in the provision of services, programs and activities, as well as complaint procedures and making reasonable modifications under the Americans with Disabilities Act;
- Completed and disseminated the city’s new Social Media Policy;
- Conducted 117 worksite inspections in 11 departments, including the Board of Water Supply, pursuant to DHR’s Early Detection by Inspection Program, and issued four citations to three city departments that included two citations with no monetary penalties;
- Handled 1,194 new workers’ compensation claims and 2,258 active claims, and argued 94 contested case administrative hearings at the Disability Compensation Division;
- Recovered \$399,470 for the city through third-party liability subrogation efforts pursuant to Section 386-8, HRS, which allows employers to recover a portion of workers’ compensation benefits paid when a third party causes the work-related injuries;
- Conducted the first examination for the new Fire Fighter Recruit II position, an advanced trainee class that will allow the Honolulu Fire Department to hire and train recruits faster;
- Reviewed and completed 1,679 requests for action, including position creations, reallocations, revised position descriptions and personal service contracts;
- Conducted multi-jurisdiction Classification and Pay training for participants from the State of Hawaii, Judiciary, Department of Education, Hawaii Health Systems Corporation, and the counties of Kauai, Maui, and Hawaii;
- Closed 66 grievances out of the 99 grievances filed at the employer level, with 59 of the closed grievances resolved without resorting to arbitration;
- Enabled 4,985 employees in Fiscal Year 2019 to participate in 19,391 hours of Training Branch-sponsored courses and events.



## DEPARTMENT OF INFORMATION TECHNOLOGY

Mark D. Wong, Director and Chief Information Officer

Keith G.H. Ho, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Information Technology (DIT) delivers reliable, efficient and effective Information Technology (IT) services to city agencies, businesses, residents and visitors of Honolulu. The department advises the Mayor and other departments in the use of technology to automate processes, reduce operating costs and make government more transparent, responsive and accountable.

The department manages all of the city's IT resources, and develops and directs an integrated system of computer resources that provides data processing and telecommunications services to all city agencies and authorized users. The department's centralized management of IT services allows all users of the city's network to effectively share data, information, technology, resources and technical expertise in a cost-effective and efficient manner. Each division participates in strategic and tactical planning for the efficient and effective use of information resources, and evaluates plans and proposals from other governmental agencies and public or quasi-public organizations.

#### Applications Services Division

The Applications Services Division performs the full range of computer systems development including feasibility studies, Request for Proposals and Request for Bids development, systems analysis and design, and computer programming; performs systems testing, personnel training and detailed documentation of the developed systems; maintains implemented systems both developed in-house and acquired; provides consulting services to end users; provides digital data management; assists the user department to plan and coordinate technology goals in line with enterprise-wide technology objectives; and coordinates all efforts between the user department and DIT as it relates to the deployment of technology.

#### Enterprise Resource Planning and Computer Service Representatives Division

The Enterprise Resource Planning (ERP) and Computer Service Representatives (CSR) Division provides data processing support for the citywide ERP financial management/human resources system and integration into the user agency's workflow processes in the city; conducts evaluations of user agency needs, provides technology support services, designs and develops automated systems and procedures, assists in developing plans and obtaining approvals, and implements the city's technology plans regarding the ERP financial management/human resources system and other related automated systems. Each city agency has a CSR to support IT needs.

#### Operations Division

The Operations Division plans, administers and coordinates the DIT central and backup computer systems, including mainframes, servers, centralized printers, scanners and data entry devices; develops and maintains monetary and document controls to ensure accuracy of processed data; develops computer schedules, routes documents and reports to and from users; provides the initial phase of troubleshooting and incident categorization; monitors security access and camera alarm systems for key radio and microwave sites; communicates both critical and routine technology updates in a timely manner; coordinates software and hardware changes with user agencies; provides diagnostic services on telecommunications and computer networks; acts as network controller by coordinating installation and de-installation of operations center based equipment; supports the Emergency Operations Center, providing key direction and technical advice to city agencies during a disaster; and coordinates plans and activities for data and system recovery within DIT in the event of a disaster.

#### Radio and Network Infrastructure Division

The Radio and Network Infrastructure Division serves as the infrastructure support division for first responder communications including the wired and wireless city networks, radio, microwave, 800 MHz, P25, Voice over Internet Protocol, video conferencing and related systems; responsible for the management of related technology and facilities, including buildings and towers; and oversees all security access, both physical and digital, to the various technology systems supported by DIT.

#### Technical Support Division

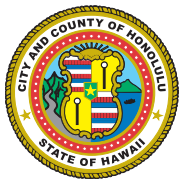
The Technical Support Division (TSD) serves as the technical infrastructure architect and provides technical support to all divisions within DIT, and all city agencies that use the city's centralized information technology supported systems as detailed in the various branch detail. TSD plans, designs, develops, implements, optimizes, and oversees the citywide applications for voice, data, and video; plans, designs, implements, optimizes and oversees all mainframes, servers and storage requirements throughout the city; determines, analyzes and prepares reports on systems usage and capacity requirements; proactively reviews requirements to determine future needs; plans, designs, implements, optimizes and oversees the architecture necessary to provide connectivity among all technologies including mainframe-, server- and storage-based technologies; directs, administers, plans, coordinates and implements the city's infrastructure to interface to federal, state, and military Public Safety Answering Points (PSAPs) for the operation of Wireless Enhanced 911

system and next generation 911 system; provides technical guidance and recommendations to the Oahu PSAPs on the islandwide 911 communications systems; plans, develops and administers citywide mainframe, telephone, server and electronic storage standards, procedures and guidelines to ensure efficient, effective and compatible use of the city's infrastructure resources; and prepares responses and testimonies pertaining to the functional areas. Functions also include contract preparation and contract management, of voice, servers, and digital storage components and systems.

## ACCOMPLISHMENTS

- The GIS/Land Management Branch implemented Enterprise GIS Portal, enterprise-wide Asset Management2, Mayor's performance metrics, and Department of Facility Maintenance 311 Concern Form; provided Microservices Training for accelerated application development and data sharing amongst constituents; expanded Lokahi, the city's enterprise operations platform, to 47,000 GIS layers, added high-resolution 3D rendering, 311 integration, and enhanced real-time tracking of public transit services;
- The Service Oriented Architecture Branch implemented Huakai, a system used by TheHandi-Van drivers to track trip information, and the PROS Parks and Recreation management system; expanded features for the AlohaQ queuing and appointment system; integrated smart badging with Access Control and HR employee transitions; and upgraded the Content Management System for the city website;
- The Public Safety Branch upgraded to Verification of Lawful Status (VLS) 3.2; implemented the 2018-2019 Neighborhood Board Elections; implemented IMS to MongoDB socket stream file services; released multiple versions of motor vehicle Application Program Interfaces (API); implemented a new Motor Vehicle Inquiry (MVI) application; and migrated legacy Windows operating systems and databases;
- The ERP Branch automated publishing of the FY2020 Budget Book; implemented Hoku Case Management to streamline onboarding of new employees and Personal Services Contracts; deployed a more cost-effective job scheduler; and implemented FY2019 Collective Bargaining Agreements and new 1099 Tax Reporting;
- The CSR branch continued to deploy the Small Form Factor (SFF) CPUs running Windows 10 and replaced numerous laptops, towers, monitors, keyboards, and printers; and mobile device management expanded to support 443 devices;
- DIT continues to offer Enterprise Document Management Services comprised of document scanning, document destruction, and workflow automation; developed a 72 megapixel scanning table to digitize oversized maps; and this year scanned 347,166 documents and 6,556 maps, and destroyed 15,879 cases of documents;
- The Systems Branch installed major upgrades to operating systems, management tools, compilers, and networking its z13s mainframes; Hipersockets were implemented to provide high-speed access services to mainframe data; completed planning for a new z14 for development; and activated the data center network in the new Joint Traffic Management Center;
- The Infrastructure Support Branch doubled UPS runtime for critical systems; completed a data center modernization request for proposal for the Frank F. Fasi Municipal Building; deployed new public and private container clouds into production; and upgraded various VM, server platforms, SSD storage, access management and email archiving systems;
- The Security Branch upgraded the proxy and internet firewalls from a physical appliance to a virtual appliance; upgraded internet and extranet firewalls and application delivery appliances; migrated multiple city buildings to a new physical access control system; and installed a new video management system;
- Replaced slower backhaul connections up to 45Mb/sec with Wireless/DMVPN at more than 80 parks, all golf courses, and Honolulu Police Department (HPD) satellite offices; replaced cameras at microwave sites with high resolution pan-tilt-zoom security cameras; added 15 sites to the MPLS fiber ring and an upgrade to a 40/100Gb WAN will be completed by 2020; added 6 sites via high-speed wireless; upgraded wired and wireless networks at five Satellite City Hall and Driver Licensing Center locations; installed dozens of new cameras and backhauls for HPD and the Department of Parks and Recreation; built dedicated P25 radio network on top of the existing microwave infrastructure, backed up by the MPLS fiber WAN; configured 500Mb circuit for HPD body-worn cameras; and configuring 100Mb internet circuit for future local routing for FirstNet DMVPN deployments.





## DEPARTMENT OF LAND MANAGEMENT

Sandra S. Pfund, Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Land Management (DLM) protects, develops and manages the City and County of Honolulu's real property interests except those under the jurisdiction of the Department of Parks and Recreation. These responsibilities include maintaining a perpetual inventory of all city real property interests including all lands owned, leased, rented or controlled by the city. For property under the jurisdiction of other executive agencies, DLM acts in an advisory role to ensure adherence to land management best practices. For property not under the jurisdiction of other executive agencies, DLM develops and implements land management plans, property management plans, and conservation and stewardship plans.

Most notably, DLM negotiates and reviews all real property transactions that affect the city's inventory. This includes public-private partnership agreements, development agreements, purchase and sale agreements, leases, licenses, easements and acquisitions funded by the Clean Water and Natural Land (CWNL) Fund.

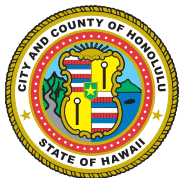
The Asset Management Division and the Asset Development Division collaborate to assist city departments in the acquisition of property, and the management and development of various city land assets. DLM priority objectives include strategic acquisition of properties including properties in the Transit-oriented Development (TOD) zone, increasing the production of affordable rental housing, improving utilization and revenue potential for vacant lands and commercial properties, and preservation of appropriate properties under the CWNL program.

### ACCOMPLISHMENTS

- Executed a Purchase and Sale Agreement through the CWNL Fund to acquire 9.5 acres for the expansion of the Aina Haina Nature Preserve, and completed the acquisition of a conservation easement for the protection of cultural sites on a 3.75 acre parcel in Waimea Valley, known as Puukua;
- Acquired a TOD zone property in Iwilei for the development of a homeless resource center and permanent affordable rental units; and acquired a TOD zone property on Kaaahi Street in Iwilei for relocation of the Sand Island Drug Treatment Center from city property at Sand Island;
- Increased staffing positions for the Asset Management Division to improve management of the city's housing portfolio of 18 properties totaling 1,300 units;
- Converted a lease option and executed acquisition of Kapalama Hale for city office building use;
- Issued Requests for Proposals seeking public-private partnerships with developers to build, operate and manage affordable rental projects on city-owned lands on a long term lease basis for properties at the former Aiea Sugar Mill Site (3.44 acres), Kapolei Lots 6 and 7 (10.24 acres), and West Loch (3.7 acres);
- Paved the way for construction at a DLM-acquired property at 1902 Young Street in Moiliili for the development of 30 affordable permanent rentals;
- Smoothed the way for construction at a DLM-acquired property at 1936 Citron Street in Moiliili for the development of 30 affordable permanent rentals;
- Selected a developer and entered into negotiations for the rehabilitation and redevelopment of the city-owned Varona Villages in Ewa;
- Completed LED lighting improvements at Chinatown Gateway, Harbor Village and Manoa Gardens that promote energy efficiency, reduce costs and improve security, and energy savings associated with this project will cover the cost of renovation in just five and a half years;
- Finished reserve studies for each of the properties in the city's rental housing portfolio and completed the following improvement projects: exterior painting and spall repairs at Kulana Nani Apartments, Chinatown Manor and Manoa Gardens; completed installation of security cameras at Kauhale Kamaile and Winston Hale, installation of new fencing at Westlake Apartments and 806/818 Iwilei Road; completed tree trimming and tree clearing projects in Ewa Villages, Westloch Estates, Ewa Gentry, 1936 Citron Street and Hale Mauliola Navigation Center; repaved and sealed the parking lots at Chinatown Manor and Kulana Nani Apartments; replaced the fire alarm panel at Kanoa Apartments; and replaced eight windows that were inoperable and were allowing leaks into the building at Manoa Gardens.



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## DEPARTMENT OF THE MEDICAL EXAMINER

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Christopher B. Happy, M.D., Chief Medical Examiner

Masahiko Kobayashi, M.D., Ph.D., Deputy Medical Examiner

### POWERS, DUTIES AND FUNCTIONS

The Department of the Medical Examiner (MED) investigates cases of sudden, unexpected, violent and suspicious deaths. The purpose of such investigations is to discover, document and preserve the medical, anatomic and evidentiary findings used to determine the cause and manner of death; to identify injury; to confirm or deny the account of how death occurred; to determine or exclude other contributory or causative factors to the death; and to provide expert testimony in criminal and civil litigation. The MED also identifies medical, infectious and accidental hazards to the community, including potentially preventable causes of death, and works with other state and local agencies in the recognition and mitigation of such deaths.

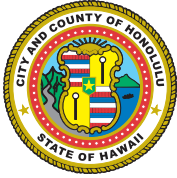
The MED supports a variety of programs and initiatives designed for broad public benefit including: community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention; statewide, multidisciplinary child death review programs; interagency domestic violence fatality reviews; multijurisdictional maternal mortality reviews; donor organ and tissue procurement programs; academic training and internships, including forensic scientists, medical students and pathology residents; statistical reporting for federal drug trafficking assessments; and interagency and city mass casualty planning. The MED also partners with the state Department of Health to report in the National Violent Death Reporting System, thereby assisting the state Bureau of Vital Statistics in the research of mortality on Oahu.

The MED is staffed by a team of professionals, including board-certified physicians specializing in anatomic and forensic pathology, medicolegal investigators who scrutinize both medical and legal aspects, laboratory technologists, autopsy assistants and administrative personnel.

### ACCOMPLISHMENTS

- Investigated 4,239 deaths;
- Investigated 28 cases determined to be homicides;
- Assumed jurisdiction in 1,145 cases;
- Performed 488 autopsies;
- Performed 657 external examinations;
- Facilitated 71 organ and tissue donations;
- Hired one Board Certified forensic pathologist;
- Hired two medicolegal examiner investigators;
- Hired two medical examiner records technicians;
- Published in peer-reviewed scientific journals two papers authored and co-authored MED staff.

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## DEPARTMENT OF PARKS AND RECREATION

Michele K. Nekota, Director  
Jeanne C. Ishikawa, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Parks and Recreation (DPR) manages, maintains and operates the City and County of Honolulu's parks and recreational facilities; develops and organizes sports, recreational and cultural activities; and beautifies the city's parks, playgrounds and other areas. In addition to 86 beach right of ways and seven pedestrian malls, the city has 299 park properties encompassing 4,960 acres. Among the facilities in the parks inventory are 82 recreation centers, 21 swimming pools, 214 comfort stations and 156 playgrounds. The department supports emergency shelter operations when necessary, and is also responsible for several annual events, including the Mayor's Memorial Day Ceremony at the National Memorial Cemetery of the Pacific. These events involve coordination with federal, state and city agencies, along with businesses and community organizations.

DPR provides parks and recreational opportunities that are enjoyable, meaningful and safe. The department strives to promote increased efficiency, effectiveness and responsiveness in the delivery of parks and recreational programs and services through the work of its three divisions: Executive Services, Urban Forestry, and Parks Maintenance and Recreation Services.

#### Executive Services Division

The primary function of Executive Services is to provide administrative and managerial support for the department and systems relating to budget management, parks planning, property management, public permits, related parks research, safety, training, personnel management and labor relations. The Storeroom staff coordinates, develops and monitors property inventory control. The Permits Office oversees the issuance of park use permits and manages the online camping reservation system.

#### Division of Urban Forestry

The Division of Urban Forestry manages the city's horticulture and botanical garden programs. The horticulture program is responsible for maintaining trees along public roadways, in parks and pedestrian malls, including planting, pruning and removal as necessary. The division also operates the city nurseries and tree farms, Queen Kapiolani Garden, maintains the landscaped areas of Kuhio Beach Park, and administers the city's Exceptional Tree program. The Honolulu Botanical Gardens encompass five botanical gardens, covering more than 650 acres, which conserve and display in excess of 9,000 plants, representing more than 5,000 species from almost 200 plant families. The gardens also administer the Community Recreational Gardening Program at 10 sites across Oahu.

### Park Maintenance and Recreation Services Division

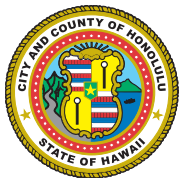
The Parks Maintenance and Recreation Services Division administers a comprehensive and diversified community recreation and park maintenance program for the city, coordinating the activities of five geographical districts, Maintenance Support Services and Recreation Support Services.

Maintenance Support Services provides repair and maintenance for projects in our parks and facilities. Recreation Support Services administers programs such as the People's Open Market, Senior Citizens Section, Therapeutic Recreation Unit, and events such as the popular Mayor's Craft and Country Fair, Seniors Valentine Dance, the state's longest running Lei Day Celebration, the Na Hula Festival, which is the state's longest running annual non-competitive hula event, the Talk Story Festival, which is the state's oldest storytelling event, the Kualoa/Hakipuu Canoe Festival, and aquatics and sports tournaments.

### ACCOMPLISHMENTS

- Installed six new play apparatus, refurbished 25 play apparatus, renovated 14 comfort stations, resurfaced 75 play courts at 22 parks, and lined 11 pickleball courts at five parks as part of the Mayor's Kakou for Parks initiative, started in FY 2015, and continues to make significant progress in the city's commitment to revitalize aging and damaged recreational facilities;
- Registered more than 10,800 children and teens for DPR's flagship Summer Fun program, which has served our communities since the mid-1940s, at 61 park sites around the island;
- Expanded park security initiatives that minimized illegal activity based on in-house repair reports; the Securing Parks Initiative, which locks select park comfort stations and parking lots at night, was expanded outside of the urban core; the 24/7 Park Security Initiative began active patrols in nine Honolulu parks; and along with the success of on-going security camera installations, in-house repairs to address vandalism fell 16 percent from Fiscal Year 2018;
- Featured the 2019 Honolulu Biennial, an international contemporary art exhibition that brings together artists from Hawaii, the Pacific, Asia and the Americas, at 10 locations throughout Honolulu, including Foster Botanical Garden and McCoy Pavilion at Ala Moana Regional Park; the event attracted 13,705 visitors to Foster Botanical Garden, which featured the award-winning 55-foot waa, or canoe, made of invasive strawberry guava branches harvested from Hoomaluhia Botanical Garden;

- Continued transparency through established and increasingly followed Facebook, Instagram, and Twitter social media accounts, created an account with Nextdoor, a neighborhood community social media platform that reaches nearly 50,000 people on Oahu, and utilized public messaging through the Neighborhood Board system;
- Attracted more than 470,000 visitors to the five botanical garden sites, an estimated 12.5 percent increase over FY 2018, with notable features including: the blooming of several corpse flowers, approximately 5,000 attendees for the Midsummer Night's Gleam at Foster Botanical Garden, Twilight Summer Concert Series, Hoomaluhia Weekend Fishing, and thousands of registered participants for seasonal garden activities and plant sales.



## DEPARTMENT OF PLANNING AND PERMITTING

Kathy K. Sokugawa, Acting Director  
Timothy F.T. Hiu, Deputy Director  
Eugene H. Takahashi, Second Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu's major programs and laws related to land use, from long-range policy planning, community planning and zoning to infrastructure assessments and regulatory development codes. The department is composed of eight groups, including the Administrative Services Office, Honolulu Land Information System, Customer Service Division, Planning, Transit-oriented Development (TOD), Land Use Permits, Building, and Site Development. DPP also manages the Geographic Information System (GIS) used by various governmental agencies and private businesses. The department provides administrative support to the Planning Commission, Zoning Board of Appeals, Building Board of Appeals, and the Design Advisory Committee.

The Director of DPP sits on the Policy Board of the Oahu Metropolitan Planning Organization as a voting member. The Director is also an ex-officio non-voting member of the Hawaii Community Development Authority and the Honolulu Authority for Rapid Transportation.

#### Honolulu Land Information System (HoLIS)

This organization provides coordination, management and oversight of the city's GIS and the maintenance of geospatial data required by almost all city departments. HoLIS is also responsible for managing and maintaining the department's Automated Permit Tracking and Management System.

#### Customer Service Division (CSD)

The Customer Service Division operates a consolidated permit counter to handle customer inquiries about various permit requirements and forms; processes residential/commercial and other minor permits; intakes permit applications/plans, including e-plans, and routes them to appropriate divisions/departments; and collects applicable permit fees. The Permit Issuance Branch issues approximately 15,000 building permits a year. Additionally, the CSD operates the department's public information center that maintains historical and current records pertaining to properties and issued permits; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, sidewalk complaints, property/sidewalk overgrowth, illegal occupancy and structures in response to customer complaints, including requests for investigation of possible violations of various codes, requirements, rules and other regulations; and processes referrals from other government agencies to inspect establishments in conjunction with its programs for licensing. The CSD is composed of five branches: Permit Issuance, Data Access and Imaging, Code Compliance,

Residential Code Enforcement, and Commercial and Multi-Family Code Enforcement.

#### Planning Division

The Planning Division prepares and updates the Oahu General Plan and long-range regional development plans; represents the city in state land use boundary amendments for parcels greater than 15 acres; processes applications for state land use boundary amendments for parcels equal to or less than 15 acres, Public Infrastructure Map amendments, zone changes, state special use permit requests, and zoning district boundary adjustments; monitors and administers conditions of approval associated with the above actions, including affordable housing and urban design plan requirements; and develops community-based special area plans for neighborhoods where more localized planning is desired, including neighborhoods hosting rail stations. The Planning Division works with the TOD Division to increase public awareness of the benefits of TOD; reviews the Executive Capital Improvement Program and Budget for conformance to the General Plan and development plans; prepares an annual report of the current status of land use and other data pertinent to the implementation of development plans; and develops land use forecasting models to prepare forecasts of population, housing and employment based on adopted land use plans and market trends. These forecasts are used as the basis for the Oahu Regional Transportation Plan and other long-range infrastructure master plans. Additionally, the Planning Division acts as the city's liaison to the U.S. Census Bureau, maximizes accuracy and completeness of the decennial census, and develops products to make the census data relevant to planning applications and more useful to the public. The division is composed of four branches: Community Planning, Development Plans and Zone Change, Planning Research, and Policy Planning.

#### Transit-oriented Development Division

The TOD Division is responsible for coordinating all city departments' efforts to implement TOD, through plans and policies, projects and investments, incentives, codes and regulations, outreach and events, and coordination of public, private and community stakeholders. The division supports the Mayor's TOD subcabinet, which meets regularly to discuss TOD-related infrastructure, projects and policies, and streamline implementation. Division staff works with other DPP divisions and city departments to develop neighborhood TOD plans, TOD zoning and land use ordinances, Complete Streets and parklet policies, affordable housing policies, financial tools, wayfinding and other TOD implementation strategies. The division manages catalytic planning and development projects and technical studies on infrastructure, and works with other



departments to ensure their projects align with TOD goals. The division conducts extensive outreach and education efforts – for the public, community partners, industry groups and city staff – and hosts many workshops and events. The division pursues grants and technical assistance, and manages those awards, including federal awards for brownfield-site redevelopment, bikeshare, equitable TOD, affordable housing, wayfinding, green infrastructure and climate adaptation.

### **Land Use Permits Division (LUPD)**

The LUPD is responsible for administering the Land Use Ordinance (LUO) and other regulations pertaining to land use in the city. The division reviews, prepares and processes amendments to the LUO; coordinates interpretations, clarifications and inquiries concerning LUO regulations; processes zoning clearances and confirmations; and reviews and processes all LUO-based permit applications. Its responsibilities also include urban design (e.g., special district permits and street trees); temporary use approvals; the city's sign regulations; and processing zoning variances to the use, development and design standards of the LUO.

The division has the responsibility for coordinating with the state and other counties concerning the regulatory aspects of the state's Coastal Zone Management (CZM) law, Chapter 205A of the Hawaii Revised Statutes (HRS); and interprets, administers and processes the permits required by the Special Management Area (SMA) and Shoreline Setback Ordinances, and the department's Part 2 Rules Relating to Shoreline Setbacks and the SMA. The LUPD also reviews and processes applicable environmental disclosure documents (environmental assessments and impact statements) required by Chapter 343 of the HRS and Chapter 25 of the Revised Ordinances of Honolulu.

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions to planning, zoning and construction-related standards for eligible affordable housing projects, pursuant to HRS Chapter 201H-38. The division also reviews applications for building permits, subdivisions and construction approvals whenever there are questions concerning compliance with the various land use and CZM regulations it administers, and consistency with the permits it has issued. It also represents the director during public and contested case hearings related to the land use and CZM matters that it administers. The division is composed of three branches: Land Use Approval, Urban Design, and Zoning Regulations and Permits.

### **Building Division**

The Building Division administers and enforces the city's building, electrical, plumbing, housing, zoning codes, the energy conservation ordinance, sidewalk, driveway, grading, National Pollutant Discharge Elimination System (NPDES), and other related ordinances and regulations in conjunction with building permit applications. The division provides technical support to the Customer Services Division in their review of permit applications and performs inspections to verify compliance with the codes, regulations and ordinances. In addition, it investigates complaints or

reports of violations pertaining to projects where a building permit is required or has been issued. The division is composed of five branches: Building Code, Electrical Code, Mechanical Code, Research, and Zoning Plan Review.

### **Site Development Division**

The Site Development Division is responsible for the review, approval and inspection of new subdivisions and their associated improvements; and proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, and flood control. It administers the flood hazard district ordinance and grading ordinance. The division is composed of four branches: Civil Engineering, Subdivision, Traffic Review, and Wastewater. The division has a major role in fulfilling the city's NPDES permit requirements.

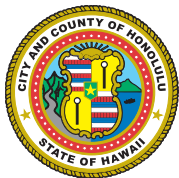
## **ACCOMPLISHMENTS**

- Developed a TOD Wayfinding Master Plan for signage and digital tools to support transit access outside of stations and exploration of areas around rail stations; this initiative is intended to maximize ease of using the rail system and reduce confusion in navigating urban Honolulu by bicycle, automobile, walking, or other modes of transportation;
- Adopted the 201H Housing Program Rules in November 2018 referencing the section in state law that allows for major concessions to development standards for affordable housing projects, and revised the application process to produce more affordable housing for low- to moderate-income households;
- Implemented new rules for islandwide affordable housing in March 2019, which enforce Ordinances 18-1 and 18-10 that apply new affordable housing requirements, and are crucial to the city's affordable housing requirements and long-term goal of increasing the inventory of affordable units throughout Oahu;
- Launched online Public Views Survey covering urban Honolulu that will be used to inform the city's land-use policies and guidelines relating to significant panoramic views, open space and scenic resources throughout the region; the survey results will help shape new regulatory policies that balance western development standards with Hawaiian values, natural landmarks and key historical resources largely by protecting identified views;
- Initiated public outreach for the Primary Urban Center Development Plan update, including two rounds of pop-up workshops, a community meeting, and a statistically valid resident survey, and finalized a series of "White Papers";
- Published Annual Land Use Report for Fiscal Year 2017 in February 2019;
- Submitted items to the City Council, including the Halawa TOD Plan that sets long-term goals for development around the Halawa rail station, most notably through new zoning regulations; the Important Agricultural Lands (IAL) Map, which the City Council adopted in June 2019; and in March 2019, submitted Bill 7 (2019) to incentivize low-rise affordable rental

apartments, which the City Council adopted in June 2019;

- Amended Water Quality Rules in December 2018 to clarify definitions, add new categories and terminologies, and make minor revisions and corrections to further compliance with applicable city, state, and federal regulations;
- Decreased building permit backlog by 10 percent through “Malama Mondays” initiative, which closed the public counter on Mondays to provide plan review staff with uninterrupted time to approve and issue permits, and reduce backlog for pre-screening building permit applications in queue, scanning and filing documents;
- Implemented, in coordination with Honolulu Community College (HCC), an internship program whereby DPP hires HCC students on a part-time basis to assist the department’s regular full-time employees within the Permit Issuance and the Data Access and Imaging branches; these interns go through a training process and may be selected for permanent employment after graduation, which enables DPP to efficiently fill full-time positions with highly qualified, DPP-trained and experienced candidates.

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## HONOLULU POLICE DEPARTMENT

Susan Ballard, Chief of Police  
John D. McCarthy, Deputy Chief of Police  
Jonathon Grems, Deputy Chief of Police

### POWERS, DUTIES AND FUNCTIONS

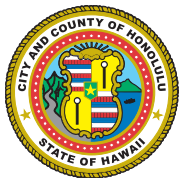
The Honolulu Police Department (HPD) serves as the primary law enforcement agency for the island of Oahu. The Chief of Police directs the operation and administration of the department and is responsible for the following: preservation of the public peace, protection of the rights of persons and property, prevention of crime, detection and arrest of offenders against the law, enforcement and prevention of violations of state laws and city ordinances, and service of processes and notices in civil and criminal proceedings.

The men and women of the HPD are dedicated to providing excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life in our community. Officers and staff are committed to serving and protecting with aloha.

### ACCOMPLISHMENTS

- Revived the Alternative Call Servicing (ACS) program that handled 12,457 nonemergency cases, reduced the number of cases sent to patrol officers, and contributed to the decrease in 911 response times;
- Acquired through grant funding from the U.S. Department of Homeland Security the ANDROS FX bomb response and mitigation robot, which is specifically designed to address large-scale bombs and assist in hazardous environments or chemical, biological, radiological, nuclear, and high-yield explosive incidents;
- Distributed 591 body-worn cameras to patrol officers in Districts 1, 6, 7, and 8, and captured 140,334 body-worn camera videos with 108,549 videos associated with a police report or citation;
- Implemented, in collaboration with the Hawaii Judiciary Traffic Violations Bureau, Department of the Prosecuting Attorney, and the Hawaii Department of Transportation, a pilot project for e-Citations, in which citations are initiated using computer tablets, printed and issued to motorists using portable printers, and shared in real time with prosecutors and the courts;
- Received through partnerships with the Waikiki Business Improvement District Association and the Hawaii Tourism Authority monetary support to install 43 new street cameras with pan-tilt-zoom capabilities and a 360-degree view, which will be installed throughout Waikiki and monitored from the Waikiki substation to aid the department in monitoring crime activity, traffic, parades, and large events;
- Reestablished the Youth Citizens Police Academy with 44 youth participants who learned about police command structure, basic police duties, self-defense tactics, patrol vehicles, firearm safety, criminal and traffic laws, alcohol safety, drug awareness, bullying, and cyberbullying;
- Hosted a course attended by the Hawaii County Police Department, Maui Police Department, and the State's Narcotics Enforcement Division on the use and application of the Fourier Transform Infrared Spectrometer for methamphetamine identification, and purchased a handheld Raman spectrometer to allow our forensic laboratory to quickly and safely identify substances through transparent containers;
- Renovated the department's computer training room by replacing equipment with new computers that have faster processors, larger monitors, and more energy-efficient technology, and increased the number of computers from 18 to 32;
- Served 28 gambling-related search warrants, arrested 92 individuals for various gambling-related offenses, and seized \$3,465,149 in U.S. currency and property, including 530 illegal gambling machines;
- Provided training, using a curriculum from Texas State University's Advanced Law Enforcement Rapid Response Training, to more than 200 first responders in the HPD, Honolulu Fire Department, and Honolulu Emergency Services Department on effectively preparing for and coordinating an interagency active shooter response.

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## DEPARTMENT OF THE PROSECUTING ATTORNEY

**Keith M. Kaneshiro**, Prosecuting Attorney

**Chasid M. Sapolu, First Deputy** (July 2018 – December 2018)

**Dwight K. Nadamoto**, Acting First Deputy (December 2018 – March 2019)

Acting Prosecuting Attorney (March 2019 – present)

**Lynn B.K. Costales**, Acting First Deputy (May 2019 – present)

### POWERS, DUTIES AND FUNCTIONS

The Department of the Prosecuting Attorney (PAT) prosecutes violations of statutes, ordinances and regulations within the City and County of Honolulu for which there are criminal sanctions.

PAT represents the people and the state of Hawaii in criminal proceedings in District Court, Circuit Court and Family Court, as well as appeals heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. The office also provides advocacy services for victims of crime.

The office comprises approximately 100 deputy prosecutors and 180 support staff, which includes clerical workers, investigators and victim-witness counselors assigned to various divisions.

#### Appellate

Represents the state in matters heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. Appellate deputies also provide case research and reference assistance to the office.

#### Career Criminal

Prosecutes cases involving defendants who commit felonies while on probation or parole. These repeat offenders are subject to mandatory minimum sentences if convicted.

#### Domestic Violence

Separate units prosecute felony cases such as sex assault and spousal abuse, and misdemeanor crimes such as abuse, complaints or violations of restraining orders.

#### Elder Abuse

Prosecutes felony crimes against victims over the age of 60. Deputies also provide educational outreach to senior citizens at fairs and expos, as well as through group presentations and guest appearances on local radio programs.

#### Investigative Services

Provides security for department personnel and facilities, locates material witnesses, serves warrants and subpoenas, and conducts investigations for selected cases being prepared for trial.

#### Juvenile

Handles cases in Family Court involving defendants under the age of 18.

### Misdemeanor and Traffic

Processes cases involving lesser criminal violations and motor vehicle infractions. Deputies are assigned to district courts in Honolulu, Pearl City, Kaneohe, Wahiawa and Kapolei.

#### Sex Assault

Unit prosecutes all sexual assault cases. Deputies employ vertical prosecution, meaning they work individually with victims, from initial complaint, to charging, to trial.

#### Sex Trafficking

Unit dedicated to investigating and charging crimes involving human trafficking.

#### Screening and Intake

Deputies meet with police during and after criminal investigations to determine if charges are to be filed, what charges are appropriate, or whether prosecution should be declined.

#### Trials

Deputies prosecute cases in Circuit Court. These include misdemeanor jury demand trials as well as felony cases such as murder, manslaughter, negligent homicide, robbery, burglary, assault and arson.

#### Victim/Witness Kokua

Provides support services for victims of crime and helps guide victims and witnesses through the judicial process. PAT's specially trained courthouse dog, who works with child victims, is a member of this important division.

#### White Collar Crime

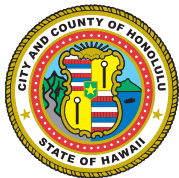
Investigates and prosecutes cases involving financial fraud and computer-based cybercrimes, including theft, identity theft, money laundering, and wire fraud.

### ACCOMPLISHMENTS

- Deployed point-to-point email encryption so confidential transmittals comply with FBI and U.S. Department of Justice mandates;
- Implemented procedures to support the use of the Honolulu Police Department's (HPD) body-worn cameras in criminal prosecution;
- Initiated a pilot program with HPD and the Judiciary for the use of Electronic Citations, known as eCitations;



- Awarded \$700,000 grant from the Department of Justice to establish the Honolulu County Human Trafficking Task Force that began meeting in May 2019;
- Executed search warrants at 10 suspected brothels operating as massage parlors;
- Indicted 40 individuals for their alleged role in prostitution at massage parlors;
- Closed down five brothels operating as massage parlors;
- Used emerging strategy called Intelligence Driven Prosecution (IDP) to document ties between a group of 25 individuals committing burglaries, robberies, and vehicle thefts around Oahu; the crimes slowed as the evidence developed through IDP convinced judges to keep a majority of the individuals incarcerated while awaiting trial or sentencing.



## DEPARTMENT OF TRANSPORTATION SERVICES

Wes Frysztacki, Director  
Jon Y. Nouchi, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

The Department of Transportation Services (DTS) is responsible for the multimodal movement of people and goods on roadways; public transit systems (TheBus, TheHandi-Van and rail); bicycle and pedestrian ways; intermodal facilities and operations; rail and traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; "Complete Streets" implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department: plan, operate and maintain public transportation systems to meet transportation needs in accordance with the general plan and development plans, and advise on the design and construction thereof; locate, select, install and maintain traffic control facilities and devices; provide educational programs to promote traffic safety; and promulgate rules and regulations pursuant to standards established by law. In recent years, additional DTS responsibilities have been added to Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu including: managing and maintaining all commercial parking facilities, except those managed by another city agency; performing, planning, engineering, design and construction of improvements to commercial parking facilities; preparing an energy conservation and emissions reduction plan; enforcing the collection of fares, fees, rates, tolls and other charges for use of the transportation system; and identifying, creating and recommending new sources of revenue from non-fare sources to provide additional funding for the transportation system.

The department's goal is to provide greater safety for all modes of transportation and increased quality of life for residents, incorporating Complete Streets principles that provide balance between travel modes such as motor vehicles, bicycles and pedestrians into the planning, design and construction of city transportation facilities and projects, including the city's transit-oriented development (TOD) plans and projects.

#### Transportation Planning Division

Four branches in the Transportation Planning Division provide transportation planning and federal financial funding resources. The Regional Planning Branch supports Oahu's data-driven regional modal plans that guide the city's transportation improvement project selection. The Regional Planning Branch also coordinates, reviews and comments on transportation and environmental studies for consistency with the application of national best-practice multimodal principles, traffic congestion mitigation and roadway safety elements. The Federal Compliance

Branch seeks federal funds for the city's transportation improvements and ensures that projects seeking federal assistance are qualified, vetted and programmed in the Transportation Improvement Program. The Planning Studies Branch collects, organizes, and evaluates pertinent and measurable transportation data necessary to conduct traffic and analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks and speed limits. The Planning Studies Branch also manages the city's on- and off-street parking performance. A new Complete Streets and Rail Access Branch is responsible for the planning of multimodal access, curb management and parking at rail stations.

#### Transportation Engineering Division

The Transportation Engineering Division conducts studies and analyses to promote the safe, efficient and effective use and operation of the city's streets, roadways and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city's bikeway, pedestrian safety, and traffic safety and education programs; and administers the school traffic safety committee.

#### Transportation Technology Division

The Transportation Technology Division designs, implements, operates, and maintains the safe and efficient use of city and state traffic signals on Oahu. The division also administers, inspects and establishes roadway traffic controls for construction activities, parades and special event road closures that occur on city streets. The division is responsible for Honolulu's Traffic Management Center and implementation of Intelligent Transportation Systems, a program that improves traffic mobility by employing technology to improve the efficiency of existing roadways. The Transportation Technology Division has two new branches. The Commercial Operations and Permits Branch manages street usage permits, including commercial loading zones, using advanced technology and account-based revenue collection programs. The Curb Management, Facilities and Operations Branch develops and maintains advanced technology systems to manage on-street parking and designated curb zones.

#### Transportation Mobility Division

The Transportation Mobility Division comprises four branches that oversee the city's public transit system, including TheBus, TheHandi-Van, and the operations and maintenance of the high-capacity fixed guideway rapid transit system. The Fixed Route Operations Branch monitors performance and provides policy guidance and

direction for TheBus. This branch oversees activities that promote transit ridership, ensures compliance with civil rights requirements for public transit services, and coordinates transit safety and security programs. The Paratransit Operations Branch monitors performance and provides policy guidance and direction for TheHandi-Van, the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch oversees the city's Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households and persons with disabilities. The Facilities and Equipment Branch procures all vehicles and equipment used to operate and support TheBus and TheHandi-Van services. This branch oversees the construction of new bus facilities, and the maintenance and improvement of existing facilities. The new Rail Operations Branch administers the day-to-day management of rail through performance monitoring, policy guidance and contract compliance.

## ACCOMPLISHMENTS

- Reorganized the Office of the Director primarily to prepare for rail operations; a new branch was added to each of the four existing divisions and the names of the divisions were updated to reflect increased responsibilities and new transportation policy direction; a new Complete Streets Office was started with a new Complete Streets Administrator; and over 40 new positions are in the process of being created, approved and filled;
- Established a Safety and Security Office and a Chief of Safety and Security Officer was hired to oversee the rail operations certification; a position was created for the Director of Rapid Transportation and recruitment is underway; and a Rail Readiness and Activation Team was established to develop and implement dozens of plans, programs, procedures and policies necessary for rail operations and maintenance;
- Started a program within the Transportation Technology Division to paint traffic signal control boxes to enhance the street scape along the roadway; the pilot program was to paint 13 traffic signal boxes in the Kaimuki neighborhood that have been targets for graffiti; and the pilot program lead to an explosion of requests from various communities to create art on the traffic signal boxes in their communities;
- A milestone was achieved in creating the Joint Traffic Management Center and preparing it for operations in 2019;
- Coordinated the community islandwide outreach for the Oahu Pedestrian Master Plan, initiated the Restricted Parking Zone Program and enhanced the city's Vision Zero effort; approximately 36 environmental reports (Pre-Assessments, Draft and Final Environmental Assessments and Environmental Impact Statements) have been reviewed, coordinated, and processed; planning and coordination with the Honolulu Authority

for Rapid Transportation is ongoing to address current construction impacts to TheBus service and to facilitate bus-rail integration, including planning for connector bus service between Ala Moana Center and Waikiki, rail operations and maintenance, and installation of "HOLO," a multimodal electronic fare collection system to serve all transit riders;

- Increased the hourly rate for approximately 3,000 on-street parking meters to \$3 per hour in Honolulu's Urban Core, Chinatown, Downtown and Waikiki areas, and \$1.50 per hour for all on-street metered outlying areas on Oahu; supported several bills to allow the Waikiki Transportation Management Association to partner with the city to manage parking and permitting; and administered the Oahu Vanpool Incentive Program with 43 vanpools in operation;
- Rolled out Walk Ed, an elementary school program at Kapolei Elementary with classroom and field trip instruction for third-graders similar to our Bike Ed, an elementary school program for fourth-graders; and coordinated the goals of the Walk Ed program to teach children to walk safely around traffic, be aware of their surroundings, and safely cross streets;
- Accomplished a Frank F. Fasi Civic Center sidewalk widening project that created a multiuse path where both pedestrians and bicyclists may now travel comfortably and legally; the project increased safety for pedestrians and convenience for cyclists by directly connecting the King Street protected bike lane to the civic center bike path, filling a gap along a popular route in the city's bike network;
- Implemented increased service on state holidays and additional service for routes C (Country Express Kapolei/Makaha), 23 (Hawaii Kai/Sea Life Park), 40 (Honolulu/ Makaha), and 503 (Mililani/Launani Valley); continued phased implementation for the redesign and renumbering of Windward routes 55 (Honolulu/Kaneohe/Haleiwa), 65 (Honolulu/Kahala), 70 (Lanikai/Maunawili), 77 Waimanalo/Kaneohe), 85 (Kaneohe Express), 87 (Kailua Express), and PH4/ PH5 (Pearl Harbor Express); successfully transferred Waipahu Transit Center service to Mokuola Street to accommodate riders during the closure of Hikimoe Street for sidewalk widening and repaving; modified routes 92 (Makakilo City Express) and 411 (Makakilo Heights) to address traffic safety concerns; continued ongoing systemwide service planning and initiated review of all peak period routes and redesign of routes 4 (Nuuanu/Punahou), 19 (Waikiki/Airport/ Hickam), 20 (Waikiki/Airport/Pearlridge), 31 (Tripler/Mapunapuna), and 32 (Kalihi/ Pearlridge); provided approximately 1.2 million TheHandi-Van trips and increased the number of trips provided by several nonprofit agencies to 225,130 from 209,635 in Fiscal Year 2018; initiated the HOLO card demonstration period for selected bus riders; and continued bus-rail integration planning and coordination for the first interim service to the Aloha Stadium station and second interim service to the Middle Street station;

- Completed 40 bus stop and transit facility improvements, including construction or repairing of 10 bus shelters and 11 bus stop sites, design for 15 bus stops to improve ADA access or site conditions, repaving of the Waialua Park and Ride, a bicycle shelter at the Mililani Park and Ride, and security cameras at the Kalihi and Wahiawa Transit Centers; and placed 17 new transit vehicles into revenue service (eight 40-foot and nine 60-foot low-floor, clean diesel buses).



HOLO cards being displayed at community meetings.



Complete Streets' PARK(ing) Day with staff beneath a temporary parklet in Kalihi.

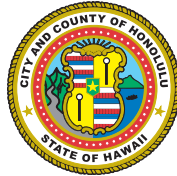


Hikimoe Street at Waipahu Transit Center with Connection to future Pouhala Station.



The Joint Traffic Management Center as it is being prepared for opening in 2019.

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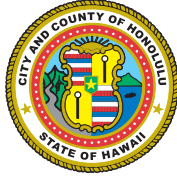
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## **LEGISLATIVE BRANCH & OFFICES**

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## Message from Council Chair **IKAIKA ANDERSON**

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In Fiscal Year 2019, the City Council held firm in its policy view that the creation of more truly affordable housing underpins any serious efforts to keep our best and brightest at home, to provide the workforce housing so important to our economy, and to ensure we have the inventory that can address the multiple shelter needs to get the vast majority of homeless off the streets.

During that process, we discovered that the lack of affordable housing was aggravated by landowners who were using their properties as illegal short-term vacation rentals, mainly for the substantial income possibilities that far exceeded what those same properties would earn as long-term rentals. It also exposed the many scofflaws who were constructing monstrosities in traditional residential neighborhoods, despite stop-work orders from the City and County of Honolulu.

These revelations motivated the City Council to establish new regulations, stricter enforcement, and sizable new penalties that should discourage all but the most audacious property owners from continuing these illegal and unwelcome practices.

Rail's problems continued to occupy much of the City Council's attention in FY 2019. Just when it seemed that the project was back on track, thanks to a locally-approved recovery plan, disturbing allegations arose as part of a federal investigation into potentially criminal or unethical conduct that occurred in years past. The City Council remains committed to the project's completion, understanding that it is a much-needed transportation alternative and a key to sustainable growth for Oahu in the future.

The City Council also took significant action to improve the daily lives of residents and to help them cope with the ever-growing cost of living in paradise.

### **Affordable Housing**

New Ordinance 19-8 establishes a temporary program to accelerate the construction of affordable rental housing in the apartment and business mixed-use zoning districts by relaxing certain zoning and building code standards. It also offers greater incentives to developers and builders.

Resolution 18-209, FD1, established a permitted interaction group (PIG) of more than two Councilmembers and tasked the PIG to investigate delays in the permitting process at the Department of Planning and Permitting (DPP). The aim was to determine whether certain aspects of the building permit process actually impede the efficient development of affordable housing, and to recommend possible solutions.

Land use regulations, zoning districts and building codes all exist to ensure that residential neighborhoods are where people live, that business is conducted in properly zoned districts, and that multiple-family rentals are located in apartment-zoned districts. Somewhere along the way, unscrupulous landowners/developers exploited a softness in our permitting system to create outsized, nonconforming structures that unhappy residents dubbed, "monster homes." Moreover, many of these outrageous structures were being illegally used, not to house extended family but as market rentals, prompting neighbors to complain of the attendant problems, such as excessive water runoff and monopolization of public street parking by its renters. To address these concerns, the City Council enacted Ordinance 19-3, which allows for one-family and two-family households, including extended families or multigenerational households, to build houses in residentially-zoned districts, without allowing multifamily dwellings to encroach into these districts. The ordinance seeks to preserve and protect the character and livability of residential communities, to resolve stormwater runoff issues, to minimize impacts to existing infrastructure, and to reduce adverse effects on municipal sewage systems, street parking availability, and public safety.

In conjunction with Ordinance 19-3, the City Council further adopted Resolution 18-223, FD1, which requests the Office of the City Auditor to conduct an audit of DPP's permitting and inspection process regarding large detached dwellings and ascertain whether any procedural, organizational, or other changes are necessary in order for DPP to better address the proliferation of "monster homes."

## Homelessness

With the adoption of Resolution 18-280, CD1, the City Council accepted the city administration's revisions to the 2018 update of its Homeless Action Plan for all council districts. The plan establishes community-oriented homeless services and housing solutions in each of the nine council districts.

Resolution 19-95, CD1, illustrated the complexities of trying to help the most chronic of the homeless population, often those who suffer from substance abuse disorders. The resolution urges the city administration to support state medication-assisted treatment programs as part of its homeless actions, and to increase the number of treatment beds and services available for this difficult-to-serve population.

## Rail

The City Council approved the long-awaited revised Rail Recovery Plan to demonstrate to the Federal Transit Administration that the City Council is committed to the successful completion of the rail project, and thereby ensure that the FTA would continue to honor its commitment to provide additional funding under the Full Funding Grant Agreement. The council's action is spelled out in Resolution 19-115, CD1.

A public works project as large as rail is guaranteed to raise suspicions regarding the proper use and accounting of public funds. Under Resolution 19-29, FD2, the Office of the City Auditor is authorized by the council to conduct an independent forensic audit of the Honolulu Authority for Rapid Transportation (HART) and the City and County of Honolulu. The goal of this arduous financial examination is to ensure that no HART or other city employees, consultants, or contractors have exploited weaknesses in existing internal controls to misappropriate public assets or commit other illegal actions.

## Quality of Life

Property taxes are the primary source of revenue for the City and County of Honolulu. It is no secret that Oahu is among the most expensive places to live in the nation, and that problem is often exacerbated by the continuing increase in property values. To help taxpayers cope, the City Council enacted Ordinance 19-7, which increases the real property tax home exemption for homeowners who live in their homes to \$100,000 from \$80,000, while seniors living in their homes will see their exemption rise to \$140,000 from the previous \$120,000.

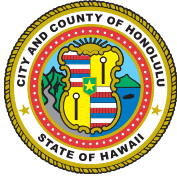
Like most cities, Honolulu has experienced a long-term trend of an increasingly aging population. With Ordinance 18-36, the City Council establishes an age-friendly program that expresses the city's commitment to encouraging and advancing the development of programs, services, facilities, and projects that are planned, designed, operated, and maintained to best accommodate users of all ages and abilities, especially the elderly.

The encroachment of vacation and bed-and-breakfast rentals into Oahu's neighborhoods is leading many residents to complain that their communities are being turned from residential areas into mini-resorts, while the many who use their properties in this manner argue that they need the income to cope with the high cost of living. In an effort to balance the competing views and stem the encroachment of resort uses into residential- and apartment-zoned areas, the City Council enacted Ordinance 19-18. The measure regulates short-term rentals by implementing a registration system that allows a limited number of new bed-and-breakfast homes, but no new transient vacation units, in residential- and apartment-zoned areas under strictly regulated standards and requirements. The new law also includes significant penalties for persons illegally operating a short-term rental, as well as for advertising an illegal short-term rental, including advertising on internet hosting platforms, which are also regulated to increase transparency and accountability.

The work of the Honolulu City Council is never-ending, but it is my observation that the City and County of Honolulu is blessed with a dedicated team of elected Councilmembers, steadfast in protecting the interests of both their respective council districts and well-being of the entire island. It is my distinct honor and privilege to serve alongside these distinguished public servants.



**Ikaika Anderson**, City Council Chair  
City and County of Honolulu



## OFFICE OF THE CITY AUDITOR

**Edwin S.W. Young**, MBA, MS, CIA, CFE, CGFM, CRMA, City Auditor (July 2018 – January 2019)

**Troy Shimasaki**, CRMA, Acting City Auditor (February 2019 – present)

**Susan Hall**, MPA, CFE, CRMA, Deputy City Auditor (July 2018 – January 2019)

Audit Manager (February 2019 – present)

**Van Lee**, MBA, CICA, CRMA, Deputy City Auditor (July 2018 – January 2019)

Audit Manager (February 2019 – present)

### POWERS, DUTIES AND FUNCTIONS

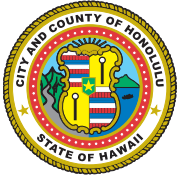
The Office of the City Auditor (OCA) was created on July 1, 2003. Proposed amendments to the Revised Charter of the City and County of Honolulu, approved by the voters in the November 2002 General Election, authorized the Honolulu City Council to establish OCA as a separate and independent office to strengthen the auditing function in city government and to ensure that the agencies and programs of the city are held to the highest standards of accountability to the public (Charter section 3-501). The charter affords the auditor the independence to initiate work under the auditor's authority and to consider requests for work from the council. In addition, and for the purpose of carrying out an audit, the charter empowers the auditor to have full, free and unrestricted access to any city officer or employee, and grants authorization to examine and inspect any record of any agency or operation of the city.

The charter further provides that the city auditor conduct or cause to be conducted: 1) the annual financial audit of the city; 2) performance audits of the funds, programs and operations of any agency or operation of the city; and 3) follow-up audits and monitoring of compliance with audit recommendations by audited entities. All audits are conducted in accordance with government auditing standards, and audit findings and recommendations are set forth in written reports of the city auditor.

### ACCOMPLISHMENTS

- Issued the following reports: Single-Use Polystyrene Food Containers and Plastic Bag Study; Follow-Up Audit of the Honolulu Authority for Rapid Transportation, Resolution 17-199, CD1; 2018 Service Efforts and Accomplishments Report; 2018 National Citizen Survey Results and four supplemental reports; 2018 Citizen-Centric Report; and OCA Annual Report;
- Administered the Comprehensive Annual Financial Audit (CAFR) contract for the city financial statements including three financial audits: the Sewer Fund, the Public Transportation System-Bus and Paratransit Operations, and Single Audit of Federal Financial Assistance Programs;
- Passed fifth triennial peer review and was awarded a Certificate of Compliance with Government Auditing Standards from the Association of Local Government Auditors;
- Served on peer review teams for Clark County, Nevada, Audit Department; Los Angeles County Metropolitan Transportation Authority, Office of the Inspector General; and the City of Oakland, California, Office of the City Auditor;
- Received a Certificate of Excellence in Citizen-Centric Reporting from the Association of Government Accountants for OCA's 2018 Citizen-Centric Report;
- Ordinance 19-11 established a city domestic violence program based on findings in OCA's Audit of How Domestic Violence Cases are Handled, Processed, and Resolved;
- Transitioned fully to electronic work papers in OCA's continued efforts to streamline audit processes and reduce printing and binding costs;
- Mentored three college students through the OCA internship program.





## OFFICE OF THE CITY CLERK

Glen I. Takahashi, City Clerk

### POWERS, DUTIES AND FUNCTIONS

The City Clerk serves as the Clerk of the City Council; is the custodian of its books, papers and records, including ordinances, resolutions, and rules and regulations of all city agencies; has custody of the city seal; authenticates all official papers and instruments requiring certification; is responsible for voter registration and conducts all elections for the City and County of Honolulu in accordance with the Revised Charter of the City and County of Honolulu and the laws of the state of Hawaii; and performs other functions as required by the charter or by law.

Staffed with 37 positions, the Office of the City Clerk is organized under three operating units: Council Assistance, Office Services and Elections.

#### Council Assistance Division

The Council Assistance Division is responsible for providing staff support to the City Council at all of its council sessions, committee meetings and public hearings. The staff is responsible for preparation of all agendas, recording and reporting all proceedings, processing all communications and resolutions, bills and ordinances introduced and acted upon by the council, and providing reference and research services regarding enacted or pending legislation and other council documents.

The division continues to improve public accessibility through immediate online access to the documents of the City Council, including communications, bills, resolutions, ordinances, agendas, committee reports and minutes.

#### Office Services Division

The Office Services Division provides office/fiscal administration and support services for the Office of the City Clerk. Additionally, the division performs meeting audio, printing, mail and messenger services for the City Council.

#### Elections Division

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration and absentee balloting (early/mail voting) functions pursuant to the Revised Charter and the laws of the state of Hawaii. The division also administers the statewide voter registration system on behalf of the counties and state of Hawaii.

### ACCOMPLISHMENTS

- Administered the oath of office, in accordance with Section 13-118 of the Revised Charter of the City and County of Honolulu, to 11 public officials, appointed agency heads, deputies, and board and commission members;
- Generated \$26,596.71 in revenue, mainly from voter certificate fees and voter lists;
- Received and filed 71 financial disclosures from elected officials, candidates for elected office, and appointed agency heads and deputies.

#### Council Assistance

- Council Meetings and Hearings: Regular Sessions – 13, Special Sessions – 6, Public Hearings – 12;
- Legal Notices Published: Public Hearing Notice – 15, Change of Meeting Location – 3;
- Speakers at Council Meetings/Public Hearing – 1,231;
- Honorary Certificates: Floor Presentation – 132, Community Presentation – 324, Retiree Certificate – 148;
- Standing Committee Meetings – 124 total Meetings: Business, Economic Development and Tourism – 2, Budget – 17, Executive Matters and Legal Affairs – 15, Legislative Matters – 4, Parks, Community and Customer Services – 5, Parks, Community Services and Intergovernmental Affairs – 9, Planning – 16, Public Health, Safety and Welfare – 5, Public Infrastructure, Technology and Sustainability – 7, Public Safety and Welfare – 10, Public Safety, Welfare and Transportation – 2, Public Works, Infrastructure and Sustainability – 7, Transportation – 9, Zoning and Housing – 13, Zoning, Planning and Housing – 3;
- Speakers at Committee Meetings – 1,311;
- Committee Reports – 420;

#### Council Information Section

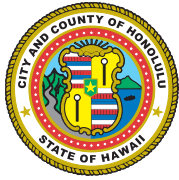
- Legislative Items Published: Ordinances – 37, Bills Passed Second Reading – 53, Resolutions – 2;
- Meeting Notices Filed Pursuant to §92-7 Hawaii Revised Statutes (HRS) – 2,984;
- Communications: Council – 310, Departmental – 812, Mayor's Messages – 145, Miscellaneous – 704;
- Bills Introduced: Passed First Reading – 49, Veto Overridden – 1, Returned Unsigned – 8, Filed on Floor – 0, Filed per Revised Ordinances of Honolulu (ROH) §1-2.4 – 35, Pending – 108;



- Resolutions Introduced: Adopted – 284, Filed on Floor – 0, Filed per ROH §1-2.5 – 31, Pending – 60;
- Petitions – N/A;
- Rules and Regulations Filed – 5;
- Documents: Deeds – 26, Easements – 14, Extracts Certified – 0;

## **Elections**

- Successfully provided voter registration and absentee voter services in the 2018 primary and general elections;
- Maintained voter registry containing 500,163 voters as of Oct. 16, 2018, including 479,182 active and 20,981 fail-safe voters;
- Coordinated the production and distribution of 511,771 pieces of voter status/notification mailers to Honolulu voters;
- Served more than 177,000 absentee voters;
- The 2018 General Election absentee turnout of 146,238 represented 56 percent of all votes cast on Oahu, and also represents more than one-third of all votes cast in the state of Hawaii;
- Late voter registration, aka Election Day registration, was provided for the first time at both early voting locations and on Election Day at all Honolulu polling places, and registered 6,940 new voters, with 729 at early voting sites, and 6,211 at polling places;
- Conducted the Council District IV Special Election on April 13, 2019, primarily by mail, with 34,040 voters and a participation rate of 49.31 percent.



## CITY COUNCIL

**Ernest Y. Martin**, Chair (July 2018 – December 2018)  
**Kymberly Marcos Pine**, Chair Pro Tempore (January 2019)  
**Ann H. Kobayashi**, Interim Chair (January 2019 – April 2019)  
**Ikaika Anderson**, Chair (May 2019 – present)  
**Kymberly Marcos Pine**, Vice Chair (July 2018 – December 2018)  
**Ron Menor**, Vice Chair (January 2019 – April 2019)  
**Ann H. Kobayashi**, Vice Chair (May 2019 – present)  
**Carol Fukunaga**, Floor Leader  
and Members:  
**Ikaika Anderson**  
**Brandon J.C. Elefante**  
**Ann H. Kobayashi**  
**Joey Manahan**  
**Ron Menor**  
**Kymberly Marcos Pine**  
**Trevor Ozawa** (July 2018 – December 2018)  
**Heidi Tsuneyoshi** (January 2019 – present)  
**Michael Formby** (February 2019 – April 2019)  
**Tommy Waters** (May 2019 – present)

### POWERS, DUTIES AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch as a coordinate branch of city government to the executive branch and vests the city's legislative power in the Honolulu City Council. As the legislative body of the city, the council performs the following major duties and functions:

- Sets citywide policies by enacting ordinances and adopting resolutions relating to municipal government programs and services, such as police and fire protection, parks and recreation, affordable and special needs housing, sanitation and waste disposal, public transportation, and other city government operations;
- Initiates new municipal programs that the city may pursue or improvements to existing programs and services;
- Initiates amendments to the Revised Charter of the City and County of Honolulu;
- Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year by the city, including the semi-autonomous public transit authority known as the Honolulu Authority for Rapid Transportation (HART);
- Adopts measures that will yield sufficient monies to balance the budget in the following fiscal year, including the setting of the annual real property tax rates and authorizing the issuance of general obligation bonds;
- Fixes fees and charges for city services and the use of city property or delegates that authority, in some instances, to the city's executive branch;
- Adopts policies and land use laws, such as the general plan, development plans, zoning regulations and processes, and regulation within Transit-oriented Development (TOD) districts;
- Establishes policies for development in or near the shoreline by reviewing and granting applications for special management area use permits and certain shoreline setback variances upon recommendation of the Department of Planning and Permitting (DPP);
- Makes requests to the Office of the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies, and programs are being carried out in the most effective, efficient, and economical manner;
- Determines the necessity for taking private property for public purposes and authorizes the initiation of proceedings in eminent domain;
- Confirms city department heads and board and commission members nominated by the Mayor, and appoints members of certain commissions;
- Settles lawsuits and claims filed against the city and its officers and employees and authorizes the initiation of lawsuits by the city;
- Approves the compromise of real property tax claims in excess of \$500 upon recommendation of the Director of the Department of Budget and Fiscal Services;
- Approves the abandonment or closing of city streets and roads upon recommendation of the city administration;
- Establishes fines and penalties for violations of city ordinances;
- Accepts, on behalf of the city, gifts of money, securities, other personal property or real estate or interests in real estate;
- Authorizes certain agreements between the city and other governmental and quasi-governmental agencies and certain private grant agreements that place obligations on the city;
- Approves the appointment of special counsel and Special Deputies Corporation Counsel to represent the city and its officers and employees;

- Serves as a board of trustees providing oversight over the land of the Kapiolani Park Trust;
- Exercises oversight of the work of HART, including approval of the issuance of general obligation bonds and of the condemnation of property necessary for the completion of the Honolulu Rail Transit Project.

### **Organization**

During Fiscal Year 2019, the council exercised its legislative policy making and oversight powers through the work of its standing committees. The standing committees served as open forums of discussion, debate, and consensus building. They actively sought citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations, and affected industries were encouraged to share their opinions and ideas on city government programs and activities. Public testimonies received by the standing committees often formed the basis for recommendations for council action. In addition to the regularly scheduled committee meetings, the standing committees also held informational briefings to focus on complex issues and study new initiatives for city programs and services. The council also held additional public meetings and hearings at which it received public input on proposals before the council.

### **ACCOMPLISHMENTS**

In FY 2019, the city council adopted resolutions and enacted ordinances on a broad variety of subjects to better the lives of residents and visitors in the City and County of Honolulu. The following are highlights of some of the council's achievements during the year:

#### **The Environment**

- Addressing environmental concerns, the council enacted Ordinance 18-31, which set pollution control requirements for certain city buses by requiring the Director of Transportation Services to consider using zero-emission buses to service routes that will be critical in connecting to the rail project;
- Recognizing the risks of flooding to life and property, the council enacted Ordinance 18-40, which ensures the regular inspection and maintenance of streams owned by the city.

#### **Safe and Accessible Roadways**

- Sending a clear public safety message, the council adopted Resolution 18-219, urging the city administration to adopt the goals, strategies, and policies of Vision Zero, which is a comprehensive strategy to eliminate all traffic deaths and severe injuries on our roadways while promoting safe, healthy, and equitable mobility for all;
- The council also adopted Resolution 19-32, requesting the city administration to work with the council to organize a pedestrian safety conference in order to improve pedestrian safety and reduce or eliminate pedestrian deaths;
- By enacting Ordinance 19-1, the council established a restricted parking zone program to ease parking

congestion in certain council-designated residential neighborhoods, particularly those near major traffic generators like hospitals and universities, while balancing the needs of all people to be able to use public streets;

- The council adopted Resolution 19-75, urging the city administration to direct the Honolulu Police Department and the Department of Customer Services to increase efforts to equally prioritize, expedite, and enforce the timely removal of derelict and abandoned vehicles in all areas of Oahu in order to improve the accessibility and esthetics of our roadways and landscape.

### **Addressing Homelessness**

- By adopting Resolution 18-280, CD1, the council accepted the city administration's revised 2018 update to the city's Homeless Action Plan for all council districts, which establishes community-oriented homeless services and housing solutions in each council district;
- The council adopted Resolution 19-95, CD1, urging the city administration to support state medication-assisted treatment programs as part of its actions to address homelessness and increase the number of treatment beds and services available for those who are chronically homeless and have severe substance abuse disorders.

### **Increasing Affordable Housing**

- To tackle the critical shortage of affordable rental housing on Oahu, the council enacted Ordinance 19-8, which established a temporary program to accelerate the construction of affordable rental housing in the apartment and business mixed-use zoning districts by relaxing certain zoning and building code standards, and offering incentives to developers and builders;
- The council adopted Resolution 18-209, FD1, which established a permitted interaction group of councilmembers to investigate matters relating to delays in the permitting process at DPP in order to determine if there are certain aspects of the building permit process that impede the efficient development of affordable housing, and recommend possible solutions.

### **Rail Project**

- The council adopted Resolution 19-115, CD1, which approved the revised recovery plan to be submitted to the Federal Transit Administration, thereby demonstrating the council's commitment to the completion of the rail project;
- Recognizing the need to ensure taxpayer dollars are properly spent, while responding to public concerns, the council adopted Resolution 19-29, FD2, supporting the initiation by the Office of the Auditor to conduct an independent forensic audit of HART and the City and County of Honolulu concerning the rail project in order to ensure that no HART or other city employees, consultants, or contractors have exploited existing internal controls to misappropriate public assets or commit other illegal actions.

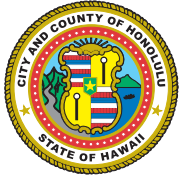
## **Preserving the Quality of Residential Areas**

- To deal with the problem of “monster homes,” the council enacted Ordinance 19-3, which addresses the problem of the illegal use of large residential structures in residential districts, and is intended to allow for one-family and two-family households, including extended families or multigenerational households, to build houses in residentially-zoned districts, without allowing multifamily dwellings to encroach into these districts, in order to preserve and protect the character and livability of our residential communities, resolve stormwater runoff, minimize impacts to existing infrastructure, and reduce adverse effects on municipal sewage systems, street parking availability, and public safety;
- The council also adopted Resolution 18-223, FD1, requesting the Office of the City Auditor to conduct an audit of DPP’s permitting and inspection process for large detached dwellings in order to determine what procedural, organizational, or other changes may be made to allow the DPP to better address the proliferation of “monster homes.”

## **Miscellaneous**

- Addressing Hawaii’s high cost of living and the associated increase in property values, the council enacted Ordinance 19-7, which increases the real property tax home exemption for homeowners living in their homes from \$80,000 to \$100,000, as well as for seniors living in their homes from \$120,000 to \$140,000;
- By enacting Ordinance 18-36, the council established an age-friendly city program that expresses the city’s commitment to encouraging and advancing the development of programs, services, facilities, and projects that are planned, designed, operated, and maintained to best accommodate users of all age and abilities, especially the elderly;
- Seeking to balance competing views associated with short-term rentals and prevent the encroachment of resort uses into residential- and apartment-zoned areas, the council enacted Ordinance 19-18, which regulates short-term rentals by providing a registration system to allow a limited number of new bed-and-breakfast homes, but no new transient vacation units, to operate in residential- and apartment-zoned areas under express regulatory standards and requirements, and this ordinance also includes significant penalties for persons illegally operating a short-term rental, as well as for advertising an illegal short-term rental, including advertising on internet hosting platforms, which are also regulated to increase transparency and accountability.

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## OFFICE OF COUNCIL SERVICES

James Williston, Director  
Warren Senda, Deputy Director

### POWERS, DUTIES AND FUNCTIONS

Section 3-107.7, Revised Charter of the City and County of Honolulu, authorizes the City Council to establish the Office of Council Services (OCS) to assist it in the exercise of its legislative power. According to the 1971-72 Charter Commission, OCS is "a necessary adjunct to and is supportive of the policy formulation or legislative role of the City Council" and "a tool for decision making – to assist it in analyzing the city's policies and financial programs for their effectiveness and adequacy, and in identifying alternative programs, policies, and major problems that endanger the public interest and welfare."

In Article 3, Chapter 4, Revised Ordinances of Honolulu (ROH), OCS is charged with providing the City Council comprehensive research, reference and drafting services necessary for the enactment or consideration of legislation and policy. OCS also serves in an advisory and consultative capacity to the council and its committees, and is designated as the Revisor of Ordinances for the City and County of Honolulu.

OCS performs the following services: conducts independent and comprehensive research necessary for the enactment of legislation upon the request of council; provides assistance to the council's standing committees by conducting background research, gathering pertinent data, and serving as resource persons to the committees; supports meetings of the council; analyzes executive branch proposals, programs, bills, and reports at the request of the council; provides legal research and advice at the request of the council; prepares bills and resolutions requested by Councilmembers; analyzes, prepares amendments for, and monitors the execution of the operating and capital budgets of the executive branch and the Honolulu Authority for Rapid Transportation (HART); assists in review and preparation of the legislative budget; provides information to individual Councilmembers; prepares land use maps and provides Geographic Information System services as requested; serves as Revisor of Ordinances, and supervises the revision, codification, and printing of the revised ordinances; maintains webpages and databases for the revised ordinances and city policy resolutions; assists the council in fulfilling its responsibilities as a member of the Hawaii State Association of Counties (HSAC); and assists the Councilmembers in their performance as trustees of Queen Kapiolani Regional Park.

### ACCOMPLISHMENTS

With a staff of 25, composed of a director and deputy director, seven attorneys, eight policy analysts, three ordinance revision staff, and five administrative support staff, the office accomplished the following tasks and projects in Fiscal Year 2019:

#### Research and Consultative Activities

- Completed 1,044 assignments pursuant to council and Councilmember requests for service that included 403 bills for ordinances, 383 resolutions, 31 memoranda, and 227 other assignments, such as email responses to requests, budget worksheet and committee report reviews, and digests of items on committee agendas; more than half of these were "rush" assignments, requiring completion within two work days from assignment; 32 bills drafted or amended by OCS at the request of a Councilmember were enacted as ordinances; and 153 resolutions drafted or amended by OCS at Councilmember request were adopted;
- Provided consultative assistance for 106 committee meetings, including 11 executive sessions and 20 council meetings and public hearings, one of which was held outside of Honolulu Hale;
- Assisted the council's Budget Committee and Councilmembers in reviewing, analyzing and amending the 10 budget and revenue measures that constituted the budgets for the executive and legislative branches, as well as for HART;
- Released in March 2019, the 19th annual "Issue Profile, Status of the City's Finances" report in digital format, which provides the council with a historical and comparative context to review the upcoming city budget and fiscal trends.

#### Revisor Activities

- Prepared more than 89 sections of the ROH updating and incorporating language from 25 new codified ordinances;
- Reviewed and responded to technical recommendations made by the American Legal Publishing Corp., the contractor selected by competitive procurement to recodify the Revised Ordinances of Honolulu.



## **Special Projects and Other Activities**

- Assisted the legislative branch in preparing proposals for the executive and legislative budgets by providing instructional material and preparing appropriate spreadsheets, forms, and supporting information;
- Assisted the council's efforts to provide Councilmembers and the public with electronic access to all agenda items and necessary ancillary resources, such as measure drafts, committee reports and testimonies, during real-time video of City Council meetings and committee meetings;
- Worked with the Department of Information Technology and the Council leadership offices to draft a digital resource security policy for the legislative branch, including working with legislative branch staff to find a way to obtain policy agreement electronically, as well as responding to a request by a new Council Chair for necessary modifications;
- Streamlined the process for Councilmember assignments by creating an E-form for Councilmembers to submit and follow the progress of their assignments to OCS;
- Conducted an orientation program for new Councilmembers and their staffs;
- Conducted four budget peer reviews for other municipalities as a member of the Government Finance Officers Association (GFOA);
- Completed 18 staff educational and training sessions, including the GFOA Budget Academy;
- Supported Honolulu's representative to the Hawaii State Association of Counties (HSAC) and provided volunteer assistance to Maui County's HSAC Conference in June 2019;
- Prepared and updated numerous references and resources for the legislative branch, including the creation of new electronic and print material.



